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ABSTRACT

This manual is intended to help rural officials solve community problems. In defining local needs, rural officials should pick a winning issue, enlist community support, make certain of local authority to pursue the project, and build local credibility by demonstrating good government management. Officials can marshall resources by joining forces with other rural governments and networking through state associations and regional councils. To be knowledgeable and professional, rural officials need to understand the basic workings of state governments. This includes learning about the functions and duties of each branch of government as well as state-run federal programs versus state-run, state-funded programs that exist to benefit rural governments. Finally, rural officials need to expand their leadership skills by making themselves valuable to state officials, and being persistent but patient when working toward a goal. Included in the appendices are addresses and phone numbers for: (1) federal and state agencies and national organizations that can assist rural officials; (2) extension service offices listed by state; (3) public information offices of state legislatures; (4) state community development block grant offices; and (5) state job training partnership offices. Schedules for sessions of state legislatures and office addresses for governors are also listed. (KS)

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Working With Your State

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RURAL GOVERNMENTS IN A TIME OF CHANGE:

Working With Your State

By Paula N. Alford

National Association of Towns and Townships

This publication is one of eight informational manuals developed for rural government officials by the **Rural Governments Coalition** and the **U. S. Department of Agriculture.** Support was provided by the following USDA agencies:

Office of Rural Development Policy
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Cooperative State Research Service
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Food and Nutrition Service

The Rural Governments Coalition consists of the following organizations:

NACo -- National Association of Counties, 440 First Street, N. W., Washington, D. C. 20001
NADO -- National Association of Development Organizations, 400 North Capitol St., N. W., Suite 372, Washington, D. C. 20001
NARC -- National Association of Regional Councils, 1700 K Street, N. W., Washington, D. C. 20006
NATaT -- National Association of Towns and Townships, 1522 K Street, N. W., Suite 730, Washington D. C. 20005

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HOW TO ORDER COPIES

If you would like additional copies of this manual or any of the eight training manuals included in this series, please contact one of the Rural Governments Coalition members listed on the next page. Manuals available in this series include the following:

Tapping Federal Know-How
Hazardous Materials Transportation
Making Management Improvements
Rural Economic Development
Sharing Local Costs
Financing Rural Development
Managing Rural Natural Resources
Working With Your State

The information contained in these manuals is not a statement of policy on behalf of the U. S. Department of Agriculture, and the views expressed are not necessarily in agreement with this or any other department or agency of the federal government.

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PREFACE

Regional training conferences result in publication of manuals

In 1982, the Rural Governments Coalition and the U. S. Department of Agriculture sponsored an important symposium at the Wingspread Conference Center near Racine, Wisconsin. The symposium was titled "Rural Governments in a Time of Change: Challenges and Opportunities." The participants represented officials of state, local, regional, and federal governments. What united them all was the search for new and better ways to assist rural officials in coping with the demands of change.

The Purpose

Several observations resulted from this symposium, including the need for training and technical assistance for rural officials. Working closely with several rural development agencies of the U. S. Department of Agriculture, the Rural Governments Coalition conducted a series of training conferences to address this need.

In February 1983, the first of these training conferences was held in Atlanta, Georgia. The second conference was held in May at White Haven, Pennsylvania, and the third took place at Kansas City, Missouri, that same month. Milwaukee, Wisconsin, was the site of the final training session in July.

Participants at each of these conferences discussed problems facing rural officials and possible solutions. In order to reach as large an audience as possible, the Coalition agreed to publish a series of eight manuals highlighting some of the most critical issues discussed at the training conferences. The information contained in each manual was drawn from the experiences of the rural officials present at the conferences.

Acknowledgements

The Rural Governments Coalition wishes to thank the following agencies of the U. S. Department of Agriculture for their support: the Agricultural Cooperative Service, Cooperative State Research Service, Economic Research Service, Extension Service, Farmers Home Administration, Federal Crop Insurance Corporation, Food and Nutrition Service, Foreign Agricultural Service, Forest Service, Office of Intergovernmental Affairs, Office of Rural Development Policy, Office of Transportation, Rural Electrification Administration, Soil Conservation Service, and the Statistical Reporting Service.

Paula N. Alford of the National Association of Towns and Townships is the author of this guidebook. The author would like to acknowledge the assistance of Georgiana Smith in researching the contents of the guide. Members of the NATaT staff, including Hamilton Brown, Rosalyn Voige, Nancy Stark and Jeffrey Schiff, provided valuable information for the manual.

The author would also like to thank Craig Bigler of the Office of Rural Development Policy in the U.S. Department of Agriculture for commenting on the draft. Finally, special thanks go to Sue Jones of the Southern Rural Development Center for editing and seeing to the production of the manual.

The information contained in each manual was drawn from the experiences of the rural officials present at the conferences.

Local officials serve as vital link between state resources, rural needs

Rural government officials are the single most important link between their citizens and the policies of state governments.

One of the most challenging tasks of elected rural government officials is to establish good working relations with state government officials. An ongoing working relationship between rural and state governments is essential to the well-being of rural citizens. Rural government officials are the single most important link between their citizens and the policies of state governments.

The development of strong, positive relationships between rural and state governments will become increasingly important as the federal government continues to pass program responsibilities back to the states. This is a trend that must be addressed by all local government officials, particularly rural officials who struggle with unique communication and management problems. Rural areas tend to serve small populations and have lower population densities than urban areas. They are often relatively isolated from urban areas and even from contact with neighboring governments of similar size. Service networks are less complete in rural areas. Services that can be provided must be transported for the most part over large distances.

All these factors contribute to the cost of providing services and the amount and quality of public facilities available in rural areas. Rural government officials, many of whom work part-time without pay or professional assistance, may find themselves cut off from other officials and unable to provide complete services because of this lack of a network. They also will be faced with paying higher costs to transport basic services over greater distances.

The unique circumstances of rural areas creates an important need for special policies at the state and federal levels to address rural concerns. Yet, both levels of government tend to overlook the needs of less populated rural areas with the exception of the farm population. State and federal governments tend to legislate for the "perceived majority," resulting in uniform policies that do not take into account the unique circumstances of rural governments. The groups that clamor the loudest get results. Unless a state has a predominance of

This publication is intended to help rural officials define what needs to be done, organize resources to get the job done, and take action.

INTRODUCTION

rural communities, the needs of rural citizens tend to be overshadowed by those of metropolitan areas that have the staffs to prepare their position and the citizens to voice it. In some states where rural areas are predominate, the needs of urban centers are still addressed first.

State and federal policymakers overlook the needs of rural governments because of the traditional perception that small rural governments do not have the management capacity to carry out their responsibilities. Rural governments also tend to be discounted because they do not represent a substantial proportion of voters. These attitudes hit rural governments hardest when it comes time to distribute limited funds.

In spite of these drawbacks, productive relations between rural governments and their states are possible with a combination of organization, communication and persistence on the part of the rural official. A good, strong working relationship can occur when rural governments work collectively through every available means to reach a common goal. Those goals need to be determined by the rural governments involved, but the motivation to learn how to work with state government is spurred by the opportunity to:

- see the state put greater resources into rural communities
- find solutions to the problems most plaguing rural governments
- change state procedures or policies that are detrimental to rural areas
- improve the administration of current or future state programs.

Citizens of rural governments need to recognize and believe that they are part of a larger community that has many valuable resources potentially available. Rural officials must learn how to marshal local resources and participate in associations and networks available to them. For example, state associations and regional councils provide excellent opportunities for rural official involvement with the state. *Most important, rural officials must demonstrate and publicize their ability to perform services and manage local affairs on a consistent and professional schedule.*

This publication is a guide to help rural officials create a presence in state government and get results at the local level. The variety of relationships between rural governments and their states is immense, so the information in this guide must be molded to the individual community's circumstances. Officials will also need to take into account the historical practices of their state.

This guide will serve as a general checklist of possible options rural officials can follow. It is intended to help them define what needs to be done, organize resources to get the job done, and take action. Elected officials will need to sort through the options, however, and decide on the best course of action for their government. Common sense and sound professional judgment have no substitute.

The needs of rural citizens tend to be overshadowed by those of metropolitan areas that have the staffs to prepare their position and citizens to voice it.

Turn your problem into a goal -- a broad, general statement of what you want to accomplish.

Chapter 1:
Decide What You Want To Do

The first and most important task in solving community problems is to determine what needs to be done, how to do it, who is going to do it, when it needs to get done, and how important it is in relation to other problems. There are many ways to define needs, but no matter what process is used, you need a good description of your problems. List them in order of priority. Turn your problem into a goal--a broad, general statement of what you want to accomplish. Establish objectives--specific, timely, and measurable statements of what your government wants to accomplish. Finally, develop a strategy--the specific activities you want to complete.

For example, citizens of a mythical county called Adams may decide that their most pressing problem is the continuous disposal of untreated wastes into community streams due to a lack of any sewage treatment facility. This community's goal would be to find a means to halt pollution of local streams due to sewage disposal. One of several objectives might be to look into state funding for a sewage treatment plant. One of many strategies might entail exploring ways to secure help in applying for state funds.

Pick a Winner

How do you define the problem? You may already have a process in place. If not, think about a brainstorming session among community leaders from all sectors to come up with a definition. Do not be surprised when everyone describes the problem differently. Plan on several meetings to hammer out a concensus. Work your definition of the problem into a statement of your community's goal, a list of objectives, and the activities required to fulfill those objectives.

The range of topics that you might address are as limitless as the number of local governments across the country. Depending on local circumstances, examples of some community objectives might be the following:

- obtain a percentage of state gas tax revenues for use in maintaining rural roads
- establish a rural crime prevention program
- provide meals and home care for bedridden senior citizens
- build a community park and swimming pool
- clean up contaminated water supplies
- attract a new company into the community.

All of the above objectives could require approaching the state at some point, but not all problems necessarily would. The next chapter focuses on marshalling your resources for an important reason. Unless it is necessary, you do not want to go to your state legislature, governor's office, or state agency program offices. If you can solve your problems by joining forces with others, all the better. If you cannot, then you must be able to explain clearly and precisely why it is that your local government, individually or as part of a group, is presenting its views to state officials. You also must be able to explain the exact nature of your visit as well as the reasons why other offices could not be of assistance. The key is to know what it is you're after before getting underway.

Enlist Community Support

If you have not initiated action in the past that involved approaching one or more branches of state government, then you may want to give thought to addressing a concern that has the support of the community. Picking an issue that has broad-based community support will help you get organized. More important, you probably will get better results. A successful effort the first time will help build morale and foster community involvement in subsequent projects.

You may want to hold a public meeting to give citizens the opportunity to comment. Prepare an agenda in advance and highlight the results of the group efforts. If your community has more than one pressing problem, think about preparing a plan for two or three of them. Citizens will then have a chance to comment on the proposed agenda and express preferences. Some problems -- such as the community being targeted as a hazardous waste site under state law -- may be of such pressing concern to all citizens that a public meeting would not be necessary.

Nothing can undermine your efforts

Picking an issue that has broad-based community support will help you get organized. A successful effort the first time will help build morale and foster community involvement in subsequent projects.

CHAPTER ONE

STATE DOCUMENTS TO KNOW ABOUT

State Constitution/State Statutes

Look for a reference guide to the state constitution that explains the limitations placed on local governments. Key provisions on state taxing and spending are generally in the constitution. Check at the nearest high school, League of Women Voters office, regional council, law school, or governmental research group for publications that summarize the constitutional provisions.

Legislative Documents

Publications to collect include: rules of each legislative house, handbooks for drafting bills, lists of committee members, biographical information on members of the legislature, and a simple explanation of how a bill becomes a law. Start your inquiries at the legislative research committee or the Office of the Parlimentarian at the state capitol, or call your representative's office.

Administration Regulations

Become familiar with the process used by your state for publishing regulations, requirements for state public hearings, and the time period allowed for comments on state regulations. Likely sources of information might be the state register, individual state agency program manuals, or the State Administrative Procedure Act.

faster than lack of community support. By pushing ahead without substantial support or a clearly defined goal and objectives, you not only increase your chances for failure but also risk putting yourself out on a weak limb before people who could have been strong allies. Thinking ahead requires time and patience, but it will yield the best results.

Explore State vs. Local Authorities

You may find that you need to do a little preliminary homework on local vs. state authorities. You would not want to find yourself faced with having to change the state constitution in order to change local zoning ordinances that would attract a company to your community.

Chances are that you already have a firm knowledge of zoning, land use, financial, licensing, and construction authorities. When embarking on a project that involves the state government, however, it cannot hurt to review the power of your state government to set ground rules. Look into its power to accomplish the following:

- define the structure of local government
- determine local taxes that may be imposed
- annex territory and consolidate governments
- create areawide agencies and authorities
- impose requirements on the administration of local taxes
- control use of land
- regulate local construction standards
- operate criminal justice facilities
- set education standards, including school financing
- regulate health care practices.

To avoid unnecessary work, you may only want to examine those areas that pertain to the proposed project. For example, you will need to make sure that you have the authority to zone for an industrial park before attempting to attract new industry. The next chapter will examine the extensive resources that exist at the state, regional or local government level to help answer your questions.

Before your government places a legislative initiative or state grant program among its top priorities, make a realistic assessment of your chances of success. Review state grant programs to:

- find out if your government is eligible for the grants suited to your needs
- study the kinds of projects that have been funded
- research the application and deadline procedures.

If, among your more pressing problems,

By pushing ahead without substantial support or a clearly defined goal and objectives, you not only increase your chances for failure but also risk putting yourself out on a weak limb before people who could have been strong allies.

How do you define your problem, state your goal, list your objectives, and develop your strategy when you only serve as a part-time official, receive no pay, and have other duties to accomplish during working hours?

you find an issue which would require introducing, changing, or defeating state law, take an initial look at these three factors:

- the interest of other local groups in the problem, particularly your state associations
- the support and opposition that you are likely to encounter in your effort
- the chances for success based on the timing of your state legislature's session and the likelihood that a member of the legislature will "go to bat" for you.

You may find from this brief review that your issue will have to be shelved for awhile or that the timing or circumstances are excellent for taking action as planned. No matter what, it pays to test the water before diving in head first.

Demonstrate Good Local Management

You and other community leaders may conclude that local conditions warrant paying greater attention to demonstrating good local management before tackling a project that requires working extensively with state government. This course of action may help you get organized for a future initiative. In some states it also can open doors for working with the state and improving your community even further. (See companion manual, *Improving Local Government Management).*

For example, the state of Michigan has created the Communities of Economic Excellence Program. The program recognizes communities of economic excellence and also presents awards for completion of specific noteworthy economic development projects. Its top priority is to encourage governments to build and capitalize on their strengths. Special achievement awards are granted for a wide range of projects including travel and tourism promotion, community beautification, and agricultural and natural resource development. Projects are selected according to the level of innovation, the degree of community involvement, the role of the project in job creation and economic health, and the extent to which the project is well organized.

The Missouri Community Betterment Program (MCBP) is another example. MCBP is locally controlled but receives state funds. It is *a program designed to help communities help themselves before going to the state.* MCBP helps build local capacity through a Neighborhood Assistance Program. Through this program, local business and non-profit organizations think of project ideas and sell those ideas to others in the business community who can benefit by obtaining tax breaks. Communities that do well in the program are given awards by the governor. The state provides a handbook explaining the awards program. It helps communities rank priorities and determine a good project to undertake.

Of course, little if any thought can be put into defining needs and setting goals without adequate human and financial resources. How do you define your problem, state your goal, list your objectives, and develop your strategy when you only serve as a part-time official, receive no pay, and have other duties to accomplish during working hours? This is a difficult problem for rural officials and one that will not go away. A realistic option is to set aside a little time to put your thoughts together and start enlisting help, bit by bit, and slowly work towards the goal. The next chapter emphasizes how to enlist help to get the job done. Remember, "Rome was not built in a day!"

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CHAPTER TWO

Chapter 2:

Marshal Your Resources

Marshalling your resources can take you down many different paths, depending on the project you and your community decide to undertake. For projects that involve approaching the state, you will want well-respected professional support and a strong network behind you for the best results. You can work alone to arouse enthusiasm among other rural officials about your problem, but you will need help to convince a majority of state legislators to address your concerns. In approaching state agencies, you will find that proper contacts, a polished presentation, and professional support will enhance your chances of competing successfully in the grant process.

If you decide that preliminary help is needed in defining what you want to do, many resources are available to help you. Once you have a clear picture of what it is you need, state officials are available and ready to help you realize your goals. Federal, regional and university officials and private services can be mobilized to help you define your needs. So, marshalling resources can mean -- among other things -- putting together or participating in a coalition or enlisting assistance to form a strategy for approaching the state. The time-consuming but important task for you is to explore the possible ways you can get help. When that is done, "go for it!"

Getting Help at the Start

Do you need a consultant? Don't let this word startle you into thinking about large, professional firms and spending "big bucks." There are many ways to get good consulting help for little, if any, money. The key is to find out what is available and then decide as best you can if you need a consultant and for what purpose.

A consultant is a person who provides professional advice or service. Some tend to specialize in certain services. You can use consultants to gather information, advocate a cause, train or educate, solve problems, identify new resources, uncover facts, counsel on the best course of action, or evaluate current plans. Under the right conditions, a consultant could be very helpful in making you and your community look good before state officials.

Consultants can come in handy if you need to expand your information base in a hurry, obtain specialized knowledge, or gain fresh insight about your situation. For example, your community may decide that it wants to renovate buildings on Main Street. After some initial research, you find that state funding for such a project exists, but the deadline for applying is two months away. If you determine that the information needed to apply could be pulled together in time, this might be a good reason to find a consultant.

Finding Good Help

For most rural governments, offices of the U.S. Department of Agriculture's Cooperative Extension Service, Soil Conservation Service, Forest Service, and Farmers Home Administration are long-established sources of help. Many of these offices can provide consulting help for your individual government as well as information on funded grant and loan programs. USDA extension offices are listed by state in the resource index of this publication. Information on how to reach the nearest Soil Conservation Service, Farmers Home Administration or Forest Service office is also listed.

These offices can help in many ways. For specific project ideas, you may want to look to another guidebook in this series that addresses an area of particular interest to your community. To spark your imagination, here are a few examples of assistance provided to rural governments by these valuable resources.

Cutting Red Tape

The Leelanau, Michigan, Soil Conservation District offers help to citizens and governments to eliminate red tape. A state law allows rural landowners credit on their state tax if they meet specific requirements, prepare certain forms and provide explicit documentation. The local government has to help complete this paperwork, then the conservation district must verify it. In this county, the district does much of the preparation, saving time for the township and landowner.

Insect Repellent

A gypsy moth problem was eased through the efforts of the Dauphin County,

You can work alone to arouse enthusiasm among other rural officials about your problem, but you will need help to convince a majority of state legislators to address your concerns.

Going it on your own, particularly when you pick a legislative issue, can be a lonely course.

Pennsylvania, Conservation District. Assisted by a state forester, the district determined spraying was necessary but the cost -- $12 per acre -- was prohibitive. An agreement was made so that municipalities paid only $3 per acre, counties the same and the federal government chipped in the remaining $6. Governments were notified of spraying sites and officials took responsibility for informing landowners. Both governments and landowners were given the right not to participate in this program. Few declined the offer.

Rural Managers

The Extension Service in Massachusetts helps coordinate a state-sponsored, circuit-rider program for rural government managers. The state got the program rolling by supporting the "circuit riding" manager, but the rural governments eventually assumed the cost jointly. The extension service is helping the governments affected by the state proposal weigh the cost and benefits of participation in the program.

Local universities can be helpful,too. If you have a community college or state university nearby, check to see what kind of expertise is available. Local businesses, citizens and church groups may be an untapped resource. For example, one government found a professional planner among active retirees participating in the local senior organization. In this day and age you are also likely to find farmers with an additional area of expertise that is being utilized to help support the farm. Look in your telephone book for groups you may want to contact.

Join Forces With Your Neighbors

How can you and your neighbors work together and help each other? Many state and federal programs and policies tend to pit local governments against each other as they compete for limited resources. It doesn't have to be that way. It is within your power to build allies instead of foes. Nothing will turn most state legislators or state administrators away from your cause faster than perceived antagonism between you and other officials, particularly those that live near your legislator's jurisdiction. Your state officials do not want to have to choose between local interests unless it is absolutely necessary, but sometimes it is. So, it is important to work together.

Take a quick inventory of other rural government officials in your area -- political party leaders; professional managers; regional council board members; county council officials; development district board members; township selectmen and supervisors; special district officers; and village, borough and city officials. What are your common areas of interest and your "sore spots"? Valuable support and specific help can come from these resources if you develop a common base of interest. Remember to be realistic in terms of the time involved for all. If work is performed for each other, then put the agreement in writing.

Take a quick inventory of other rural government officials in your area. What are your common areas of interest and your "sore spots"? Valuable support and specific help can come from these resources if you develop a common base of interest.

For example, between the state and rural government exists a well-established system of regional planning and development organizations. Many states and agencies contract with these organizations in order to help local governments, including rural ones. Regional boundaries are established by the state legislature or by executive order of the governor, but the agencies are maintained by local governments. If you are contributing to the support of a regional organization, then use it!

Regional planning commissions, regional councils, development districts and councils of government -- all of these groups can help rural governments gain access to state programs. They can help rural governments in the following ways:

- write and administer state grants
- provide computer assistance
- put together state, local, and private financing packages
- supply management expertise
- develop areawide employment or growth strategies.

The Northwest Regional Commission in Minnesota is an example of local government cooperation resulting in a professional relationship with the state. The Commission helped two governments by locating $400,000 to finance a combination community center and fire hall. The Commission also organized regional opposition to a state-proposed garbage disposal facility that would have accepted waste from outside the region. The proposal would not have been defeated without a feasibility study prepared by the Commission. Township, county and city officials in the same region also joined forces to resist a state-proposed hazardous waste site in their region.

Other rural governments should not be regarded as competitors or as "Big Brother." Meeting the human needs of one rural government benefits another. For example, one government may have the statistics that another government needs to support

its application for a state program. Supporting each other in such an initiative will increase the chances of success for the application and also result in benefits to both communities if the award is made. A small, rural government in Michigan was successful in obtaining state funds to retain and expand its services to the elderly because its county planning director and county director of elderly services gave their full support.

Network Through State Associations

Going it on your own, particularly when you pick a legislative issue, can be a lonely course. Some of the most valuable resources available to help your government gain support have been highlighted here, but success at the state level – achieved by working through your state association – may be the sweetest kind and bring the biggest victories! It is not always possible for rural governments to join with their urban counterparts or small governments to join forces with larger governments to reach a common statewide goal. When rural governments share a common statewide goal, however, their chances of successfully persuading the state to see their viewpoint are magnified tenfold.

State governments are accustomed to dealing with statewide organizations. Time limitations, cost, and simple inertia prevent systematic statewide efforts to get everyone's views. If you visit your state legislator or state program agency official on a matter that, in their view, seems to matter only to your government, then your issue is likely to get lost in the shuffle of everyday business. If you have an important problem, build community support for it. Enlist the help of other rural governments. Obtain some professional backing at the regional, state and even federal levels. Finally, work hard to have your state association make your problem one of its top priorities. If the problem is fairly universal, you may convince your state association to enlist the help of other state associations.

Even if your problem is not a universal one, be sure to bring it to the attention of your state association by letter and phone call before you talk with state officials. Otherwise, you could lose the war before you start the battle when a state official, aware of your concern, calls your state association for details and the state association has no idea of the problem. Besides, if you are well organized, deliberate, and conscientious in your approach, your state association may be able and willing to help you regardless of the size of the problem. That's their job. Bear in mind that your state association is only as good as the resources – human and financial – that go into it.

A lot of resources are available to you if they are marshalled properly. Review the resource section at the end of the guide to find out how to locate state associations, regional organizations, and community groups in your area. These resources are there to help you. You are working to serve your community and these resources exist to help you enlist the services of your state government towards that goal. You will encounter some people who have forgotten that fact and may appear condescending and intimidating in their knowledge. Remind them politely who you are and what their purpose is. After all, what is information or knowledge unless you can give it to someone who can use it? That person is you, the elected official.

IMPORTANCE OF STATE ASSOCIATIONS TO RURAL OFFICIALS

- A source of technical assistance and training
- A unified voice on state and federal policies important to rural governments
- A place to set priorities for rural governments statewide
- A voice for your concerns at the state level
- A source of up-to-date information on state policy affecting you
- A means to get other rural governments to rally around an important issue
- An interpreter of otherwise vague, confusing or complicated state actions or policies.

Regional planning commissions, regional councils, development districts and councils of government -- all of these groups can help rural governments gain access to state programs.

The best way to get the governor's ear may be to have your concerns raised during a meeting between members of the legislature and the governor.

Chapter 3:
Understand Your State Government

Now that you have defined your goals, decided what you need to do, and marshalled your resources, you probably will already be working with your state. Still, to reach your goals, you may want to understand better how your state government works and brush up your professional skills.

Learning the in's and out's of your state government can be time consuming and overwhelming unless you keep in mind that you need not work alone. As discussed in Chapter Two, you will pick up information and support as you marshal your resources. Setting clear, practical goals and objectives as suggested in Chapter One will enable you to focus on those issues or procedures pertinent to your problem. Both approaches will help you impress state officials, but it is probably a good idea to remind yourself regularly of your goals. Do not fall prey to the old adage, "I can't see the forest for the trees!"

Learn About Your State

Your state is made up of many parts: the state legislature, the governor and executive branch offices, state agencies responsible to the governor, independent agencies and commissions, and state courts. Although some rural officials could find themselves involved with an independent agency, a research commission, or the state court system, this chapter focuses on rural initiatives that require working with state legislators, agency officials, or the executive branch. Remember, for information on all branches of state government, contact your state association and regional organizations. Another excellent information source is state public information offices. A list of each state's public information office is included in the resource section at the end of this guide.

The Legislature

Most state legislatures or assemblies are composed of two houses and numerous committees covering a wide range of issues important to rural governments. The legislature includes representatives from the region and their staffs, members and staff of committees, the presiding officers of each house and their staffs, and the legislative agencies -- including research councils, budget agencies, reference bureaus, audit offices, and state capitol staff. Figure 1 shows how one state legislature is organized

Generally, the legislature is the law-making arm of state government. Delegates to the state legislature hold hearings on important state issues, introduce bills, help formulate the state budget, pass laws, and review the performance of state regula tory and enforcement offices of the goverr ment. Chapter One highlights your need tc know your legislature's rules and procedures because the process varies from state to state. A basic outline on how a bill becomes a law is shown in Figure 2.

It is important to have a sense of direction because you could be flooded with information. First, you need to know whe your legislature meets. A schedule of sessions is included in the resource section at the end of this guide. Equally important, you need to know what committees are responsible for the issues that concern you community. Committee membership of th state legislature should be attainable through your state public information office referenced in the resource guide.

The Executive Branch

The executive branch is generally made up of the governor, the governor's persona staff, budget officer and examiners, planning officer and staff, and intergovernmental relations officers. A list of the office addresses for all governors is included in the resource guide.

Specific powers vary from state to state but generally the governor influences what laws are enacted by the state legislature an then implements them. The governor, as head of state, is also responsible for the administration of all laws. The state budge is proposed to the legislature by the gover nor, who also has veto authority over bills referred by the legislature.

Working to secure executive support fo your cause is essential. The best way to ge the governor's ear may be to have your concerns raised during a meeting between members of the legislature and the governor. You can do this through a strong network representing rural interests or throug one of the advisory committees or task

CHAPTER THREE

FIGURE 1: EXAMPLE OF HOW A STATE LEGISLATURE IS ORGANIZED
(Provided by the Council of State Governments)

VERMONT

State House, Montpelier, VT 05602
(802) 828-1110 Office Hours: 7:45 - 4:30 EST

Senate
(Leaders and Staff)

President . . . . . St. Gov. Peter Smith (R)
President Pro Tem . Robert A. Bloomer (R)
Majority Leader . . . . . Stewart Smith (R)
Minority Leader . . . . . Peter Welch (D)
Secretary . . . . . Robert H. Gibson
(802) 828-2241

House of Representatives
(Leaders and Staff)

Speaker . . . . . Stephan A. Morse (R)
(802) 828-2245
Majority Leader . . . . . Robert E. Kinsey (R)
Majority Whip. . . . . Susan D. Auld (R)
Minority Leader . . . . . Ralph G. Wright (D)
Minority Whip . . . . . Paul N. Poirier (D)
Clerk. . . . . Robert L. Picher
(802) 828-2247

SENATE STANDING COMMITTEES

Agriculture
Chmn: Gerald Ira Morse (R)
Appropriations
Chmn: Robert T. Gannett (R)
Education
Chmn: Richard C. Soule (D)
Energy & Natural Resources
Chmn: John H. Howland (R)
Finance
Chmn: Arthur Gibb (R)
General Affairs
Chmn: Allen D. Avery (R)
Government Operations
Chmn: William T. Doyle (R)
Health & Welfare
Chmn: Madeline Harwood (R)
Highways & Traffic
Chmn: Thomas M. Crowley (D)
Institutions
Chmn: Mary Just Skinner (D)
Judiciary
Chmn: Robert A. Bloomer (R)
Rules
Chmn: Robert A. Bloomer (R)

HOUSE STANDING COMMITTEES

Agriculture
Chmn: Gordon J. Booth (R)
Appropriations
Chmn: Norman E. Wright (R)
Commerce
Chmn: Stuart W. Hunt (R)
Education
Chmn: Marie Powers Condon (D)
Energy
Chmn: Michael J. Obuchowski (D)
Fish & Game
Chmn: Franklin J. Hooper (R)
General & Military Affairs
Chmn: John F. Murphy (D)
Government Operations
Chmn: Cola H. Hudson (R)
Health & Welfare
Chmn: Gretchen B. Morse (R)
Institutions
Chmn: William G. Allen (R)
Judiciary
Chmn: Edward R. Zuccaro (R)
Municipal Corporations & Elections
Chmn: Howard P. Lunderville (R)
Natural Resources
Chmn: Henry H. Carse (R)
Rules
Chmn: Stephan A. Morse (R)
Transportation
Chmn: John J. Zampieri (D)
Ways & Means
Chmn: Peter Giuliani (R)

CENTRAL STAFF SERVICES

Legislative Council
Co-Chmn: Sen. Gerald Ira Morse (R)
Co-Chmn: Rep. Daniel V. DeBonis Jr. (D)
(802) 828-2231
Operations Manager: Del Goulette
Chief Legislative Draftsman: William Russell
Legislative Draftsmen: Peter Bluhm, Alan Boright, Michael Slater, Janet Ancel, Claudia Bristow
Legislative Library
Librarian: Del Goulette

Joint Fiscal Committee
Chmn: Sen. Arthur Gibb (R)
Fiscal Analyst: Ronald Crisman
(802) 828-2295
Statutory Revision Commission
Chmn: Associate Justice Louis P. Peck
Secretary: Thomas J. Lehner
Supreme Court Bldg. (802) 828-3281

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States must dispense more than 90 percent of the Community Services Block Grant funds they receive to community activities aimed at helping low-income individuals.

forces created by or listened to by executive staff.

Your state association probably can provide you with a list of such influential advisory bodies. You may find that rural interests are not represented and need to be formalized to get the governor's attention. Such was the case in Massachusetts when the Massachusetts Rural Development Committee (MRDC) formed an extensive coalition in 1976. The MRDC boasts membership from every major federal, state, regional and private organization concerned with rural issues in the state of Massachusetts. Membership includes representation from 10 legislative subcommittees that address rural concerns and five executive agency offices administering state and federal programs directed at rural governments. As a result, a rural voice is evident in the formulation and administration of Massachusetts state policy.

State Agencies

State agencies are responsible for administering programs enacted into law by the legislature. They perform the "nuts and bolts" duties of a state's operations. Policy and programs as mandated by law are carried out by state agencies. Agency personnel consist of policy level personnel, such as cabinet officials appointed by the governor; executive officers who generally are appointed by the governor; career agency budget and planning officials; program staff; and regulatory officials.

FIGURE 2: **GENERAL PRINCIPLES ON HOW A BILL BECOMES LAW**

(may vary from state to state)

Bill introduced by member of legislature

- Based on personal interest
- Because constituents or others expressed interest
- At request of governor

Hearing held on bill

- Those invited testify on bill
- Those interested submit statements
- Bill revised and reported through appropriate committees (those having "jurisdiction")

Bill is sent to floor

- Full chamber votes on it
- Sent to other chamber for consideration
- Where two bills with different provisions result, members from both chambers meet to work out differences

If and when full legislature passes bill

- Sent to governor
- Governor signs bill into law

Of greatest impact on rural governments is the authority of a state agency to design and implement regulation, based on state and federal law, in order to administer programs. Each agency has slightly different authority in every state. Learn what authority has been granted to a state agency for the program(s) of interest to you. Again, use the network of available experts for assistance since it will be next to impossible to comprehend an agency's authority by reading state or federal law.

State agency authority also extends to making decisions concerning the awarding of funds established by state law. This process is more political than it appears on the surface, but the funding authority of a state agency can be considerable. Therefore, it is important to understand the process used by the state agency to make and administer the rules governing assistance programs. Chapter One points the way towards some of the publications with which you may want to become familiar, such as the state register. In addition, Figure 3 briefly explains how the rulemaking process works. Since by this point you probably know what programs interest you, your best bet may be to seek assistance through the resources outlined in Chapter Two. This will help you learn all you need to know about the administration of a particular program.

Be sure to take note of the difference between state-created and state-funded programs and federal programs that are administered and funded in part by the state. You are likely to encounter both kinds since the federal government has been returning responsibility to the states for administration of several programs beneficial to rural governments.

For example, the U.S. Department of Housing and Urban Development (HUD) Small Cities Block Grant program is now administered by many states at their option. States distribute the funds to small communities of under 50,000 in population for water and sewer, housing rehabilitation, and economic development projects. Another example is the U.S. Department of Health and Human Services (HHS) Community Services Block Grant (CSBG). This program provides funding to states for programs which have a major impact on the

FIGURE 3: **RULEMAKING BY STATE AGENCIES**

- State introduces a rule intended to encourage implementation of program
- State agency publishes proposed rule in official state publication for comment by a certain date; contact person for comments is listed
- Citizens, local officials and others comment by letter or in a statement during public hearing
- If legislature is interested, a hearing may be held to give opportunity for state agency to explain rule and for legislators to ask questions and comment
- State agency considers comments and either:
  - revises proposed rule
  - withdraws proposed rule
  - puts rule into effect

causes of poverty. States must dispense more than 90 percent of the funds they receive to community activities aimed at helping low-income individuals. They must also encourage private-sector involvement.

A final example is the Job Training Partnership Act (JTPA) which went into effect in October 1983. Under this federal program, states award funds to local governments for job training programs. The program places heavy emphasis on the involvement of local officials and Private Industry Councils (PICs) created at the local level to address the unique employment conditions of each government. The governor and a state board that includes legislators have oversight responsibilities for the program in each state.

All three programs could be, if they are not already, of great importance to rural governments. Locating the central state office for each program is not particularly easy because the location of the lead office for each program is up to a state's discretion. The resource index of this guide lists the state office for the CDBG, CSBG and JTPA programs in each state. Note that the information is organized by federal program with the lead office for each state appearing after the title of the federal program.

State-created and administered programs vary dramatically from one state to another. To find what programs your state may offer of benefit to you, contact your state association, regional council, development district, or state department of local affairs. Your state public information office, listed in the resource index, can provide the telephone number and address of your state department of local affairs. Here are highlights of some creative state programs for local governments.

State-Run, State-Funded Rural Programs*

Kansas Mainstreet Program

Since 1980, the Kansas Department of Economic Development has helped small and rural communities retain and expand local businesses. The Kansas Mainstreet Program stresses revitalization of existing commercial areas as well as site development of new or expanding companies.

The major focus of the program is "mainstreet renovation," such as storefront restoration, site and public facility improvement, and coordinated promotional activities. In addition, the state assists small, rural communities in making important decisions about development of new industrial and commercial sites.

State economic development staff members help communities conduct labor surveys, coordinate local planning efforts and identify public and private financing resources. While the department provides onsite assistance to interested communities of any size, it especially encourages inquiries from small communities with limited staff resources.

Recently, Oxford Township (pop. 2,491) became one of the first townships to request assistance from the state department. Oxford is planning renovation and controlled industrial development of the settled, unincorporated Stanley area. The department will assist the community in surveying retail, commercial and recreational needs before local leaders develop an overall plan for the downtown.

In very rural areas, the Department of Economic Development has encouraged economic diversification through local tourism and cottage industries in place of industrial and commercial site development.

A similar community preparedness program operates in Indiana through the Department of Commerce. Programs also are being initiated in Michigan and Illinois.

To find what programs your state may offer of benefit to you, contact your state association, regional council, development district, or state department of local affairs.

* Researched and written by Nancy Stark and Hamilton Brown of the staff of the National Association of Towns and Townships.

GREAT Towns in South Carolina

In South Carolina, GREAT stands for the Governor's Rural Economic Achievement Trophy for towns. It is a program that helps small towns of under 15,000 in population prepare effectively for economic growth.

Forty-four towns have been designated GREAT Towns since the program began in 1976. Even very small communities, which run on 100 percent volunteer citizen energy, are becoming GREAT Towns.

The program consists of two phases. First, an organization and preparation phase includes a town completing a community profile, organizing a local development corporation, and so on. Then a community contact phase involves a team of three to five community leaders selected and trained to represent the town before visiting business prospects.

The South Carolina State Development Board guides town leaders through the program. State experts are also on hand to speak at town gatherings and Chamber of Commerce meetings.

Liberty, S.C., (pop. 3,167) recently became host to a new NCR manufacturing plant. Community leaders credit the GREAT Town program for their success in attracting this industry. In Great Falls (pop. 2,600), a partial shutdown of the community's major employer motivated local leaders to take action. Although progress has been slow, Great Falls' citizens believe that the GREAT Town designation is helping them put their best foot forward.

Massachusetts Investment Pool

In 1977, Massachusetts set up a state-administered investment pool for local government. Operating as a collective savings account in which all towns could participate, the Massachusetts Municipal Depository Trust (MMDT) offers high interest, no minimum balance, and immediate deposit and withdrawal privileges. By December 1982, more than 70 percent of the state's eligible governments were investing in this trust fund.

For small, rural governments there is no penalty for investing less than $2,500 and there are no transaction charges, no matter how many withdrawals or deposits are made.

Many governments invest in MMDT for week or less, but they invest on a regular basis. For example, a rural government with a cash balance of $2,000 - $3,000, investing from Friday through Monday over a period of 50 weeks could earn interest for 150 days of the year.

At least 17 other states have a similar program.

CHAPTER FOUR

Chapter 4:

Use Your Leadership Skills

While the range of reasons that could bring you in contact with your state government is limitless, the basic professional skills required to get the job done are similar. You use these skills every day in your capacity as an important local leader. Putting them to use in working with your state government simply means expanding their use to cover a broader territory. You may want to keep some special "rules of thumb" in mind as you develop a strategy and network for accomplishing your goals.

Make Yourself Valuable

Think of ways to make yourself valuable to state officials. Their willingness to help you may depend in large part on their perception of your helpfulness to them -- past, present, and future. You are in the best position to think of the most fruitful action plan. Here are a few general suggestions to give you ideas.

- Help explain the governor's policy on an important issue to rural governments in your community.
- Publicize your state legislator's position on an issue in as many ways as possible.
- Build community support for a state executive or legislative proposal of benefit to your citizens.
- Help plan a visit of a state official to your area and accompany him/her on the trip.
- Put together facts and information about your government for use by state officials.
- Line up appropriate citizens to make presentations before state bodies on an issue that is important to your government.
- Enlist appropriate expertise to prepare written comments on state regulations or policies important to your government.

Keep informed about state activities of interest to your association. You may want to get on the mailing list for a few select publications. Your state association newsletter or magazine will probably provide the best overview of state initiatives important to rural governments. Other sources of valuable written information may be local offices of the Extension Service, Farmers Home Administration or Soil Conservation Service; your state legislator's office; periodic publications by the state department of community affairs; or regional and development district newsletters. To avoid "information overload," you may want to obtain a sample of available publications before deciding which ones are most useful.

Many benefits may come your way as you make a concerted effort to help state officials do their jobs. You will establish a good track record and demonstrate your ability to get on top of the issues. You will find your state officials anxious and willing to help accomplish a project important to your government. Most important, you will develop a resource base from which you can share your expertise with others and at the same time learn from them. The number of allies that will appear from unexpected places may surprise you.

Keep in Touch

Try to communicate with state officials on a regular basis. This takes time and can be aggravating. The key to success is to find positive ways to communicate without investing large amounts of time. You do not want to pester your state legislator or governor needlessly. Elected officials are very busy and simply do not have time to respond to every issue of importance to you, nor do they have time to go through all the printed material they receive. This is another reason why you should work through regional bodies and your state association.

Equally important, you probably do not have the time to go about "communicating everything with everybody," particularly if you are working on a specific project. So, you will need to come up with a few creative ways to keep in touch. Figures 4 and 5 provide some ideas.

No matter what issue you are addressing, there is nothing as important as giving credit where credit is due. If you have time for nothing else, try to drop a short note of thanks to those state officials who initiated or accomplished something important for rural communities in your state. Even the smallest accomplishment takes time. People want and deserve to be appreciated for a job well-done.

FIGURE 4: **TIPS ON COMMUNICATING WITH STATE LEGISLATORS**

- Invite legislators to important local events.
- Meet with candidates during their campaigns to present your views.
- Provide legislators with opportunities to address residents in your area.
- Visit your legislator during his/her recess.
- Offer your assistance to any newly elected official.
- Advise your state association of your contact with state legislators.
- Keep track of your legislator's position on issues through your regional organization, state association, etc.
- Listen to your legislator's views carefully and do not hesitate to challenge those views if you disagree.
- Get a specific commitment, one way or another, on issues important to your locality.

Be Persistent But Patient

By working as a group, coalition or network, you are more likely to discover not only who to contact and who to avoid, but the appropriate time to take action or sit back and wait.

Be persistent in getting results on your top priority project. If you initiate a project, you probably will find that getting someone to pay attention to it takes time. Stay on the offensive, but be patient with setbacks.

Adopting such a posture requires adhering to the guidelines set forth in Chapter One and Two. Know who state decision-makers are, for knowing whom to contact to speed up or slow down the decision-making process is extremely important. Spending time with the wrong people is a waste of time for both you and them. Here, your state association or regional council can be invaluable resources.

Staff members should be able to identify the important decison-makers on issues of importance to you. Because of their on-going working relationship with state officials, your association representatives should be able to tell you, for example, if delays are common in a certain state agency or what the chances are that a favorable bill will be reported out of committee as well as what needs to be done to make this happen.

Learning the decision-making channels of your state government can take more time than any other endeavor. The formal channels you learn about may not be the channels used to make a decision importar to you. Most of the time, the real decision making source is nor apparent until your efforts are underway. So, it is probably a wise decision to keep in close touch with the resources you identified in Chapter Two. By working as a group, coalition, or network you are more likely to discover not only who to contact and who to avoid but the appropriate time to take action or sit back and wait.

Keep in mind -- being persistent does nc mean making a nuisance of yourself. Coupled with patience, knowledge, and support, your persistence can mean achiev ing your goal in a constructive, professiona manner.

FIGURE 5: **HINTS ON COMMUNICATING WITH EXECUTIVE BRANCH AND STATE AGENCY OFFICIALS**

- Attend state-sponsored regional ... shops on programs of importance ... government.
- Comment, where possible, on state agency program rules and procedu...
- Highlight successful state program... local publications; critique unhelp...
- *Seek out* and meet with program... cal assistance staff on programs ... interest to you.
- Promote citizen participation in ... administered rural programs.
- Press for rural participation on ... advisory committees and ...
- Recommend rural officials for ... appointments.
- Advise state and regional ... your views on state-sponsored ... tives.

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Conclusion

Working with your state can enable rural officials to participate in state programs and contribute to state policy on behalf of their communities. It means establishing yourself as a reliable resource for the state, which in turn can mean benefits for the citizens in your region, county, town or township. By building rapport with state officials and members of the legislature, rural officials can provide state policy-makers and lawmakers with their community's perspective. By working with the state, rural officials can deflect the possibility of negative policy and enhance the prospects for regulations and laws favorable to the needs of their localities.

To work successfully with your state requires a commitment by rural officials to put their energies into defining what needs to be done, marshalling resources, understanding the workings of state government, and employing acquired leadership skills.

In defining local needs, rural officials will want to consider picking a winning issue, enlisting community support, making certain of local authority to pursue the project, and building local credibility by demonstrating good government management.

The most important step in working with state government for most rural officials may well be to marshal resources and support statewide. Rural officials will need to evaluate whether or not to get help at the outset, find good help, and join forces with their rural neighbors. Above all, rural government officials should explore the possibility of networking with other governments through their state associations and regional councils. Resources are available -- the key is to locate and make the best possible use of them.

Regardless of the vehicle used to provide input into state laws, policies, and regulations, rural officials will want to understand the basic workings of the state government. This includes learning about the functions and duties of each branch of government as well as state-run federal programs vs. state-run, state-funded programs that exist to benefit rural governments.

Finally, rural officials will need to expand the use of the leadership skills that elected them to office. One of the most important ways to get state officials to pay greater attention to the needs of rural governments is for rural government officials to help state officials do their job. In addition to becoming a valuable resource to the state, rural officials will want to find efficient ways to communicate with state officials on a regular basis. If time does not permit for anything else, rural officials should make a practice of giving state agency personnel and legislators credit where credit is due. Some ways to achieve this are a thank-you letter, a laudatory article in the local newspaper, or an announcement in the association newsletter. Rural officials will need to develop persistent but patient tactics in working towards their goals. This will mean identifying state decision-makers and learning about the processes used by state officials to make decisions.

Working with the state government can be challenging, rewarding, frustrating, and defeating -- all at the same time. If time is taken at the beginning to develop goals, objectives, and a good strategy, such effort will always reap rewards for rural officials -- win or lose. To be knowledgeable, professional, and in control of your government's destiny may be the greatest reward that working with state government can bring you.

To be knowledgeable, professional, and in control of your government's destiny may be the greatest reward that working with state government can bring you.

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References

A variety of written resources, including articles from newspapers, state association magazines, and state program brochures were used in preparing this guide. References that were used repeatedly include the following:

Book of the States, Council of State Governments, Iron Works Pike, Lexington, KY 40578.

Hiring a Consultant, Western Rural Development Center, Oregon State University, Corvallis, OR 97331.

Identifying Problems and Establishing Objectives, Western Rural Development Center, Oregon State University, Corvallis, OR 97331.

National Community Reporter, July 1983 - March 1984 issues, National Association of Towns and Townships, 1522 K Street, N.W., Suite 730, Washington, DC 20005.

Rural Government Capacity: Institutional Authority and Rural Leadership, by J. Norman Reid. Prepared for Presentation at the International Meeting on Local Government and Rural Development of the Organization for Economic Cooperation and Development, April 16-20, 1984.

Rural Governments Coalition Workshop Transcripts, prepared by the Rural Governments Coalition during workshops held between October 1982 - July 1983.

State Legislative Committees 1983 - 83, Council of State Governments, Iron Works Pike, Lexington, KY 40578.

Working With Your State, A Guide for Regional Councils, the National Association of Regional Councils, 1700 K Street, N.W., Washington, D.C. 20006.

Resources

The following list includes references to federal and state agencies and national organizations that can help rural officials work with their state. Refer to the text of the guide for additional resources and suggestions concerning the best way to locate the most helpful information sources for your particular project.

U. S. GOVERNMENT OFFICES

U.S. Department of Agriculture (USDA)

Office of Rural Development Policy
14th & Independence Aves., S.W., 5048 South
Washington, D.C. 20250
202/382-0044
Coordinates rural development policy that affects states and localities.

Extension Service
14th & Independence Aves., S.W., 340A
Washington, D.C. 20250
202/447-3377
Through State Extension offices, conducts educational programs in rural areas. See page 2 for a list of extension offices in your state.

Farmers Home Administration
Public Information Office
4112 South Agriculture Building
Washington, D.C. 20250
202/447-6903
Administers a number of rural grant and loan programs through the state and district offices addressing water and sewer, water supply, housing, community and business interests.

Contact your Farmers Home Administration District Office. To find this number, look in your local telephone directory under U.S. Government, Department of Agriculture, Farmers Home Administration. Should it be necessary, the office listed above can direct you to the appropriate federal farmers home program, where you will be able to obtain further information.

Soil Conservation Service (SCS)
Rural Development Division
6021 South Agriculture
Washington, D.C. 20250
202/447-6903
Plans and carries out programs to protect and develop the nation's resources. Helps rural governments with natural resource problems. Contact your local conservation district by consulting the telephone book. If that does not work, call the office listed on the previous page to locate the SCS office nearest you.

U. S. Forest Service
Rural Development
Resource Conservation and Development Programs
4211 South Agriculture Building
Washington, D. C. 20250
202/447-7767
Administers forest service programs in rural areas. The local telephone directory should list the nearest office in the U. S. Government section. If not, contact the number listed above for further information.

U. S. Department of Housing and Urban Development (HUD)

State and Small Cities Office
HUD Building, Room 7184
Washington, D. C. 20410
202/755-6322
Administers grants to states to assist localities under 50,000 in population -- CDBG, Small Cities programs. See page 31 for a list of state offices.

U. S. Department of Health and Human Services (HHS)

Community Services Office
1200 19th Street, N. W., Room 436
Washington, D. C. 20506
202/254-7030
Administers community services block grant (CSBG) to states to assist localities.
See page 36 for state offices.

U. S. Department of Labor
Employment and Training Administration
601 D Street, N. W.
Washington, D. C. 20213
202/376-6093
Administers the Joint Training Partnership Act discussed in this guide. State administering offices are listed on page 33.

Economic Development Administration (EDA)
Office of Public Affairs
Commerce Building
Washington, D. C. 20230
202/377-5113
Assists communities to endure economic uncertainties by changing economic condit
and stimulating economic growth through public works projects. Locate your state E
representative through your state department of local affairs. The number listed abo
can provide information on the range of funding available through EDA.

Tennessee Valley Authority (TVA)

Office of Natural Resources and Economic Development
Old City Hall Building
601 W. Summit Hill Dr.
Knoxville, TN 37902
615/632-8101
Provides a variety of information, services, and management support to rural govern-
ments, in conjunction with areawide and state economic, environmental, and commur
issues.

Appalachian Regional Commission

1666 Connecticut Avenue, N. W.
Washington, D. C. 20235
202/673-7835
Coordinates federal and state economic development efforts in the Appalachian stat

NATIONAL ORGANIZATIONS

Council of State and Community Affairs Agencies (COSCAA)
444 North Capitol Street, N. W., Suite 251
Washington, D. C. 20001
202/252-2291
Comprised of state community affairs agencies, COSCAA focuses on community dev
opment and state and local planning.

National Association of Towns and Townships (NATaT)*
1522 K Street, N. W., Suite 730
Washington, D. C. 20005
202/737-5200
Represents the interests of town and township officials nationwide through direct
members and state associations.

National Association of Counties (NACo)*
444 First Street, N. W.
Washington, D. C. 20001
202/393-6226
Represents the interests of county officials nationwide.

National Association of Development Organizations (NADO)*
400 North Capitol Street, N. W.
Washington, D. C. 20001
Represents the interests of local economic development organizations.

National Association of Regional Councils (NARC)*
1700 K Street, N. W.
Washington, D. C. 20006
202/457-0710
Represents regional councils comprised of local governments nationwide.

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National Governors' Association (NGA)**
400 North Capitol Street, N. W.
Washington, D. C. 20001
202/624-5300
Represents the nation's governors.

National Conference of State Legislatures (NCSL)*
1125 17th Street, Suite 1500
Denver, CO 80202
303/292-6600
Represents state legislators nationwide.

NCSL, Washington, D. C. Office:
444 North Capitol Street, N. W.
Suite 303
Washington, D. C. 20001
202/737-7004

Housing Assistance Council (HAC)
1025 Vermont Avenue, N. W.
Washington, D. C. 20005
202/842-8600
Makes recommendations about state housing policy on behalf of rural areas.

Chamber of Commerce of the United States
1615 H Street, N. W.
Washington, D. C. 20062
202/463-5514
Represents interests of regional and state chambers of commerce; provides information on state and local government management.

Rural America
1302 18th Street, N. W.
Washington, D. C. 20036
202/659-2800
Organization involved with rural development issues with a focus on low-income people.

National Rural Electric Cooperative Association
1800 Massachusetts Avenue, N. W.
Washington, D. C. 20036
202/857-9500
Represents interests of rural electric systems at state and federal levels.

Council of State Governments
State Information Center
P. O. Box 11910, Iron Works Pike
Lexington, KY 40578
606/252-2291
Represents interests of governing bodies of states, commonwealths and territories; publishes *Book of the States* and other publications with information about state governments and legislatures on a state-by-state basis.

In addition, there are many other interest groups addressing specific issues of importance to rural governments as well as affiliate organizations of those detailed above. Contact your state and national association for a list of organizations by topic area. (For example: energy, budget, environmental, or transportation concerns.)

*Member of Rural Governments Coalition, a group founded in 1980 to provide a unified voice for rural government officials in the nation's capital and to assist rural governments in serving their citizens.

**Affiliated with Rural Governments Coalition.

STATE EXTENSION SERVICE OFFICES

ALABAMA

Cooperative Extension Service
Auburn University
Auburn, AL 36849
205/826-4444

Cooperative Extension Service
Alabama A&M University
Normal, AL 35762
205/859-7342

1890 Extension Programs
Tuskegee Institute
Tuskegee, AL 36088
205/727-8808 or
205/727-8811

ALASKA

Cooperative Extension Service
University of Alaska
303 Tanana Drive, Room WW64
Fairbanks, AK 99701
907/474-7246

AMERICAN SAMOA

Land Grant Programs
American Samoa Community College
Mapusaga Campus
P. O. Box 2609
Pago Pago, American Samoa 96799

ARIZONA

Cooperative Extension Service
College of Agriculture
University of Arizona
Tucson, AZ 85721
602/621-7209

ARKANSAS

Cooperative Extension Service
University of Arkansas
P. O. Box 391
Little Rock, AR 72203
501/373-2575 or
501/373-2500

1890 Agricultural Programs
University of Arkansas
Box 82
Pine Bluff, AR 71601
501/541-6868

CALIFORNIA

Cooperative Extension Service
University of California
2120 University Avenue
Berkeley, CA 94720
415/644-4300

COLORADO

Cooperative Extension Service
Colorado State University
Administration Building
Fort Collins, CO 80523
303/491-6281
FTS-323-5273

CONNECTICUT

Cooperative Extension Service
College of Agriculture and
Natural Resources
University of Connecticut
Storrs, CT 06268
203/486-2917 or
203/486-2918

DELAWARE

Cooperative Extension Service
University of Delaware
Newark, DE 19711
302/738-2504

1890 Extension
Delaware State College
Dover, DE 19901
302/736-4929

DISTRICT OF COLUMBIA

Cooperative Extension Service
University of the District of Columbia
4200 Connecticut Ave., N.W.
Washington, DC 20008
202/576-6952

FLORIDA

Cooperative Extension Service
University of Florida
1038 McCarty Hall
Gainesville, FL 32611
904/392-1761

1890 Extension
Florida A&M University
Box 320
Tallahassee, FL 32307
904/599-3561

GEORGIA

Cooperative Extension Service
University of Georgia
Athens, GA 30602
404/542-3824

1890 Extension
Fort Valley State College
Fort Valley, GA 31030
912/825-6296

GUAM

Cooperative Extension Service
University of Guam
Box EK
Agana, GU 96910
671/734-9162 or
671/734-2575

HAWAII

Extension Service
University of Hawaii
Honolulu, HI 96822
808/948-8234

IDAHO

Cooperative Extension Service
University of Idaho
Agricultural Science Building
Moscow, ID 83843
208/885-6639

ILLINOIS

Cooperative Extension Service
University of Illinois
Mumford Hall
Urbana, IL 61801
217/333-2661

INDIANA

Cooperative Extension Service
Purdue University
Agricultural Admin. Bldg.
West Lafayette, IN 47907
317/494-8489

IOWA

Cooperative Extension Service
Iowa State University
110 Curtiss Hall
Ames, IA 50011
515/294-4576

KANSAS

Cooperative Extension Service
Kansas State University
Umberger Hall
Manhattan, KS 66506
913/532-5820

KENTUCKY

Cooperative Extension Service
University of Kentucky
Ag. Science Building N
Lexington, KY 40546
606/257-4772
FTS/355-2775

1890 Extension Programs
Kentucky State University
Frankfort, KY 40601
502/564-6152

LOUISIANA

Cooperative Extension Service
Louisiana State University
Baton Rouge, LA 70803
504/388-6083

1890 Extension Programs
Southern University and A&M College
Baton Rouge, LA 70813
504/771-2242

MAINE

Cooperative Extension Service
University of Maine
Orono, ME 04473
207/581-3188

MARYLAND

Cooperative Extension Service
University of Maryland
College Park, MD 20742
301/454-3742

1890 Extension Programs
University of Maryland
Eastern Shore
Princess Anne, MD 21853
301/651-2200 Ext. 637

MASSACHUSETTS

Cooperative Extension Service
University of Massachusetts
Amherst, MA 01003
413/545-2766

MICHIGAN

Cooperative Extension Service
Michigan State University
East Lansing, MI 48824
517/355-2308

MICRONESIA

College of Micronesia
College of Tropical Agriculture
and Sciences
Drawer F
Ponape, E.C.I. 96941

MINNESOTA

Cooperative Extension Service
University of Minnesota
St. Paul, MN 55108
612/373-1223

MISSISSIPPI

Cooperative Extension Service
Mississippi State University
Box 5446
Mississippi State, MS 39762
601/325-3036

1890 Extension
Alcorn State University
Lorman, MS 39096
601/877-2916 or
601/877-2933

MISSOURI

Cooperative Extension Service
University of Missouri
309 University Hall
Columbia, MO 65211
314/882-7754

Cooperative Extension Service
Lincoln University
Jefferson City, MO 65101
314/751-3797

MONTANA

Cooperative Extension Service
Montana State University
Bozeman, MT 59715
406/994-3402

NEBRASKA

Cooperative Extension Service
University of Nebraska
Lincoln, NE 68583
402/472-2966

NEVADA

Cooperative Extension Service
University of Nevada
Reno, NV 89557
702/784-6611

NEW HAMPSHIRE

Cooperative Extension Service
University of New Hampshire
Taylor Hall
Durham, NH 03824
603/862-1520

NEW JERSEY

Cooperative Extension Service
Rutgers State University
Box 231, Cook Campus
New Brunswick, NJ 08903
201/932-9306

NEW MEXICO

Cooperative Extension Service
New Mexico State University
Las Cruces, NM 88003
505/646-3015

NEW YORK

Cooperative Extension Service
New York State Colleges of
Agriculture & Life Sciences &
Human Ecology
103 Roberts Hall
Ithaca, NY 14853
607/256-2117

NORTH CAROLINA

Cooperative Extension Service
North Carolina State University
Box 5157
Raleigh, NC 27650
919/737-2811

1890 Extension
North Carolina A&T State University
Box 21928
Greensboro, NC 27420
919/379-7691

NORTH DAKOTA

Cooperative Extension Service
North Dakota State University
Fargo, ND 58105
701/237-8944
FTS/783-5248

NORTHERN MARIANAS

Cooperative Extension Service
Dept. of Natural Resources
Saipan, CNMI 96950

OHIO

Cooperative Extension Service
Ohio State University
2120 Fyffe Road
Columbus, OH 43210
614/422-4067

OKLAHOMA

Cooperative Extension Service
Oklahoma State University
Ag. Hall
Stillwater, OK 74078
405/624-5400
FTS/728-4150

1890 Extension
Langston University
Langston, OK 70350
405/466-2231

OREGON

Cooperative Extension Service
Oregon State University
Corvallis, OR 97331
503/754-2713

PENNSYLVANIA

Cooperative Extension Service
The Pennsylvania State University
323 Ad. Admin. Bldg.
University Park, PA 16802
814/863-0331

PUERTO RICO

Cooperative Extension Service
University of Puerto Rico
College Station
Mayaguez, PR 00708
809/832-4040

RHODE ISLAND

Cooperative Extension Service
University of Rhode Island
Woodward Hall
Kingston, RI 02881
401/792-2476

SOUTH CAROLINA

Cooperative Extension Service
Clemson University
Clemson, SC 29631
803/656-3382

1890 Extension Programs
South Carolina State College
Box 1765
Orangeburg, SC 29117
803/534-6916

SOUTH DAKOTA

Cooperative Extension Service
South Dakota State University
Brookings, SD 57006
605/688-4147

TENNESSEE

Agricultural Extension Service
University of Tennessee
Box 1071
Knoxville, TN 37901
615/974-7114
FTS/854-4257

1890 Extension Programs
Tennessee State University
Nashville, TN 37203
615/320-3650

TEXAS

Agricultural Extension Service
Texas A&M University
College Station, TX 77843
713/845-7967

1890 Extension
Prairie View A&M University
Prairie View, TX 77445
409/857-2023

UTAH

Cooperative Extension Service
Utah State University
Logan, UT 84321
801/750-2200

VERMONT

Cooperative Extension Service
University of Vermont
Morrill Hall
Burlington, VT 05401
802/656-2990

VIRGINIA

Cooperative Extension Service
Virginian Polytechnic Institute
and State University
Blacksburg, VA 24061
703/961-6705

1890 Extension
Virginia State College
Petersburg, VA 23803
804/520-6421

VIRGIN ISLANDS

Cooperative Extension Service
College of the Virgin Islands
Box L, Kingshill
St. Croix, VI 00850
809/778-0246

WASHINGTON

Cooperative Extension Service
Washington State University
Ag. Sciences Bldg.
Pullman, WA 99164
509/335-2933

WEST VIRGINIA

Cooperative Extension Service
West Virginia University
817 Knapp Hall
Morgantown, WV 26506
304/293-5691

WISCONSIN

Cooperative Extension Service
University of Wisconsin
432 N. Lake Street
Madison, WI 53706
608/263-2775

WYOMING

Cooperative Extension Service
University of Wyoming
Box 3354, Rm. 155, Ag. Bldg.
Laramie, WY 82071
307/776-5124

PUBLIC INFORMATION OFFICES
STATE LEGISLATURES

(Information on activities, policies and programs of the legislature provided by the Council of State Governments.)

ALABAMA

Secretary of the Senate
State Capitol
Montgomery, AL 36130
(205) 832-5224

Clerk of the House
300 State Capitol
Montgomery, AL 36130
(205) 832-3501

Legislative Reference Service
State Capitol
Montgomery, AL 36130
(205) 832-3496

ALASKA

Division of Public Services
1024 West 6th Ave.
Anchorage, AK 99501
(907) 274-8518

Legislative Information Officer
State Capitol
Pouch Y
Juneau, AK 99811
(907) 465-4648

ARIZONA

House Information Desk
House Wing, State Capitol
Phoenix, AZ 85007
(602) 255-4221

Senate Information Desk
Senate Wing, State Capitol
Phoenix, AZ 85007
(602) 255-3559

ARKANSAS

Public Information Office
State Capitol
Little Rock, AR 72201
(501) 371-0738

Legislative Information Office
6th Floor, Rm. 2 East
State Capitol
Little Rock, AR 72201
(501) 371-3027

CALIFORNIA

Senate Office of Research
1100 J St., #500
Sacramento, CA 95814
(916) 445-1727

Assembly Office of Research
1100 J St., #535
Sacramento, CA 95814
(916) 445-1638

CONNECTICUT

Office of House Majority Leader
Rm. 205, State Capitol
Hartford, CT 06106
(203) 566-8700

DELAWARE

Adm. Asst. to the Senate Majority
legislative Hall
Dover, DE 19901
(302) 736-5254

Adm. Asst. to the House Majority
Legislative Hall
Dover, DE 19901
(302) 736-5254

FLORIDA

Senate Presidents' Office
Rm. 408-B, State Capitol
Tallahassee, FL 32301
(904) 488-5176

Speakers' Office
Rm. 420, State Capitol
Tallahassee, FL 32301
(904) 488-1450

GEORGIA

Senate Public Information Officer
Rm. 1228, State Capitol
Atlanta, GA 30334
(404) 656-5097

House Public Information Officer
Rm. 142A, State Capitol
Atlanta, GA 30334
(404) 656-5082

IDAHO

Legislative Information Center
3rd Floor, Rotunda
State Capitol
Boise, ID 83720
(208) 334-2000

Legislative Council
East End Basement
State Capitol
Boise, ID 83720
(208) 334-2475

ILLINOIS

Information Coordinator
Legislative Council
Rm. 107, Stratton Bldg.
Springfield, IL 62706
(217) 782-6851

INDIANA

Office of Public Information
Legislative Services Agency
Rm. 302, State House
Indianapolis, IN 46204
(317) 269-3419

IOWA

Public Information Officer
Legislative Service Bureau
State Capitol
Des Moines, IA 50319
(515) 281-5129

KANSAS

President of the Senate
State House
Topeka, KS 66612
(913) 296-2419

Speaker of the House
State House
Topeka, KS 66612
(913) 296-3382

KENTUCKY

Public Information Officer
Legislative Research Comm.
Rm. 300, State Capitol
Frankfort, KY 40601
(502) 564-8100

LOUISIANA

House Legislative Services
P. O. Box 44486
State Capitol
Baton Rouge, LA 70804
(504) 342-7393

Senate Public Information Officer
P. O. Box 44183
State Capitol
Baton Rouge, LA 70804
(504) 342-2040

MAINE

Legislative Information Officer
Legislative Council
Rm. 315, State House
Augusta, ME 04333
(207) 289-3021

Clerk of the House
State House
Augusta, ME 04333
(207) 289-2866

Secretary of the Senate
State House
Augusta, ME 04333
(207) 289-3601

MARYLAND

Information Desk
Basement, Legislative Services Bldg.
90 State Circle
Annapolis, MD 21401
(301) 841-3810

Information Desk
Ground Floor, State House
Annapolis, MD 21401
(301) 841-3886

MASSACHUSETTS

Intergovernmental Relations
Legislative Service Bureau
Rm. 527A, State House
Boston, MA 02133
(617) 722-2520

MICHIGAN

Secretary of the Senate
2nd Floor, State Capitol
Lansing, MI 48909
(517) 373-2400

Clerk of the House
State Capitol
P. O. Box 30036
Lansing, MI 48909
(517) 373-0135

MINNESOTA

Senate Public Information Officer
Rm. B29, State Capitol
St. Paul, MN 55155
(612) 296-0504

Legislative Public Information Officer
Rm. 9, State Capitol
St. Paul, MN 55155
(612) 296-2146

MISSOURI

Senate Information Officer
Rm. 334A, State Capitol
Jefferson City, MO 65101
(314) 751-3824

House Information Center
Rm. 236, State Capitol
Jefferson City, MO 65101
(314) 751-4043

MONTANA

Public Information
State Capitol
Helena, MT 59620
(406) 449-4853

NEBRASKA

Unicameral Information Office
Rm. 350, State Capitol
Lincoln, NE 68509
(402) 471-2788

NEVADA

Research Division
Legislative Counsel Bureau
Legislative Bldg.
Carson City, NV 89710
(702) 855-5637

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NEW HAMPSHIRE

Clerk of the Senate
Rm. 301, State House
Concord, NH 03301
(603) 271-2111

Information Officer
House of Representatives
Rm. 308, State House
Concord, NH 03301
(603) 271-3661

NEW JERSEY

Legislative Information Service
Office Legislative Services
Rm. 111, State House Annex, CN-042
Trenton, NJ 08625
(609) 292-4840

Sen. Maj. Communications Director
Rm. 40, State House
CN-099
Trenton, NJ 08625
(609) 292-7446

Sen. Min. Communications Director
Rm. 224, State House
CN-099
Trenton, NJ 08625
(609) 292-5199

Assembly Min. Communications Director
Rm. 216, State House
CN-098
Trenton, NJ 08625
(609) 292-5339

NEW YORK

Secretary of the Senate
Rm. 321, State Capitol
Albany, NY 12224
(518) 455-2051

Records Access Officer
Assembly Public Information Office
Rm. 102, Concourse
Albany, NY 12248
(518) 455-4218

NORTH CAROLINA

Librarian
Legislative Library
State Legislative Bldg.
Jones St.
Raleigh, NC 27611
(919) 733-9390

NORTH DAKOTA

Legislative Council
State Capitol
Bismarck, ND 58505
(701) 224-2916

NORTHERN MARIANA ISLANDS

Chief Legislative Consultant
P. O. Box 129
Civic Center
Saipan, CM 96950

Special Asst. to the Senate President
P. O. Box 129
Civic Center
Saipan, CM 96950

House Public Relations Officer
P.O. Box 586
Civic Center
Saipan, CM 96950

OHIO

Senate Legislative Public Information Officers
State House
Columbus, OH 43216
(614) 466-8842

House Legislative Public Information Officers
State House
Columbus, OH 43215
(614) 466-8842

OKLAHOMA

Director
Senate Records & Information
Rm. 534, State Capitol
Oklahoma City, OK 73105
(405) 524-0126

OREGON

Administrator
Legislative Administration Committee
Rm. S401, State Capitol
Salem, OR 97310
(503) 378-8179

Coordinator
Legislative Media Systems
Rm. S408, State Capitol
Salem, OR 97310
(503) 378-8194

PENNSYLVANIA

Senate Majority Office of Legislative Information
Rm. 337, Capitol Bldg.
Harrisburg, PA 17120
(717) 783-5191

Senate Minority Office of Communications
Rm. 535, Capitol Bldg.
Harrisburg, PA 17120
(717) 787-5166

House Majority Public Information Office
Rm. 527E, Capitol Bldg.
Harrisburg, PA 17120
(717) 787-7895

House Minority Public Information Office
Rm. 630, Capitol Bldg.
Harrisburg, PA 17120
(717) 787-3993

PUERTO RICO

Senate of Puerto Rico
Capitol
San Juan, PR 00904
(809) 724-2030

RHODE ISLAND

Legislative Press & Information Bureau
Rm. 20, State House
Providence, RI 02903
(401) 277-2457

SOUTH CAROLINA

Clerk of the House
P. O. Box 11867
Columbia, SC 29211
(803) 758-5240

Clerk of the Senate
P. O. Box 142
Columbia, SC 29202
(803) 758-8989

SOUTH DAKOTA

Legislative Research Council
Rm. 500, E. Capitol
Pierre, SD 57501
(605) 773-4498

Chief Clerk of the House
State Capitol Bldg.
Pierre, SD 57501
(605) 773-3842

TEXAS

Legislative Reference Library
P.O. Box 12488
Capitol Station
Austin, TX 78711
(512) 475-4626

UTAH

Secretary of the Senate
State Capitol
Salt Lake City, UT 84114
(801) 533-5701

Chief Clerk of the House
State Capitol
Salt Lake City, UT 84114
(801) 533-5801

VERMONT

Legislative Council
State House
Montpelier, VT 05602
(802) 828-2231

VIRGINIA

Legislative Information
State Capitol
Richmond, VA 23219
(804) 786-6530

VIRGIN ISLANDS

Media Services Director
P. O. Box 477
St. Thomas, VI 00801
(809) 774-3179

WEST VIRGINIA

Office of Legislative Public Information
Rm. 153, Main Unit
State Capitol
Charleston, WV 25305
(304) 348-8905

WISCONSIN

Reference & Library Section
Legislative Reference Bureau
Rm. 201 N., State Capitol
Madison, WI 53702
(608) 266-0340

SCHEDULE FOR SESSIONS OF STATE LEGISLATURES
(by Council of State Governments)

STATE	CONVENES	*ADJOURNS	LENGTH
Alabama	Apr. 19	Aug. 1	105 calendar days
Alaska	Jan. 17	(May 30)	No limit
Arizona	Jan. 10	/Adj. 4/27/	
Arkansas	Jan. 10	/Adj. 4/4/	
California	Jan. 3	(Sept. 15)	No limit
Colorado	Jan. 5	(June 8)	No limit
Connecticut	Jan. 5	June 8	6 months
Delaware	Jan. 11	June 30	6 months
Dist. of Col.	COUNCIL MEETS IN SESSION ALL YEAR LONG		
Florida	Apr. 5	June 3	60 days
Georgia	Jan. 10	/Adj. 3/4/	
Hawaii	Jan. 19	/Adj. 4/22/	
Idaho	Jan. 10	/Adj. 4/14/	
Illinois	Jan. 12	(June 30)	No limit
Indiana	Jan. 3	/Adj. 4/15/	
Iowa	Jan. 10	/Adj. 5/14/	
Kansas	Jan. 10	/Rec. 4/24 - Adj. 6/3/	
Kentucky	NOT MEETING		
Louisiana	Apr. 18	July 11	85 calendar days
Maine	1 Dec. 82	June 15	100 legis. days
Maryland	Jan. 12	/Adj. 4/11/	
Massachusetts	Jan. 5	(All yr.)	No limit
Michigan	Jan. 12	(All yr.)	No limit
Minnesota	Jan. 4	/Adj. 5/23/	
Mississippi	Jan. 4	/Adj. 4/16/	
Missouri	Jan. 5	June 30	6 months
Montana	Jan. 3	/Adj. 4/21/	
Nebraska	Jan. 5	/Adj. 5/25/	
Nevada	Jan. 17	/Adj. 5/22/	
New Hampshire	Jan. 5	July 1	No limit
New Jersey (CO)	Jan. 11	(All yr.)	No limit
New Mexico	Jan. 18	/Adj. 3/19/	
New York	Jan. 5	(All yr.)	No limit
North Carolina	Jan. 12	July 3	No limit
North Dakota	Jan. 4	/Adj. 4/20/	
Ohio	Jan. 3	(All yr.)	No limit
Oklahoma	Jan. 4	June 21	90 days
Oregon	Jan. 10	(July)	No limit
Pennsylvania	Jan. 4	(All yr.)	No limit
Rhode Island	Jan. 4	/Adj. 5/13/	
South Carolina	Jan. 11	June 15	6 months
South Dakota	Jan. 11	/Adj. 3/24/	
Tennessee	Jan. 11	/Adj. 5/12/	
Texas	Jan. 11	May 30	140 days
Utah	Jan. 10	/Adj. 3/10/	
Vermont	Jan. 5	/Adj. 4/23/	
Virginia	Jan. 12	/Adj. 2/28/	
Washington	Jan. 10	/Adj. 4/24/	
West Virginia	Jan. 12	/Adj. 3/12/	
Wisconsin	Jan. 3	(June 30)	No limit
Wyoming	Jan. 11	/Adj. 3/2/	

(CO) = Bills not receiving substantive action in 1982 carried over to 1983 session deliberations.
*Adjournment dates given are estimated. Actual adjournment is shown as "/Adj. (date)/."

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OFFICE ADDRESSES FOR GOVERNORS
(by Council of State Governments)

State or Jurisdiction	Office	Address
Alabama	State Capitol	Montgomery 36130
Alaska	Pouch A	Juneau 99811
American Samoa	Government House	Pago Pago 96799
Arizona	State House	Phoenix 85007
Arkansas	State Capitol	Little Rock 72201
California	State Capitol	Sacramento 95814
Colorado	State Capitol	Denver 80203
Connecticut	State Capitol	Hartford 06115
Delaware	Legislative Hall	Dover 19901
Florida	State Capitol	Tallahassee 32301
Georgia	State Capitol	Atlanta 30334
Guam	Executive Chambers	Agana 96910
Hawaii	State Capitol	Honolulu 96813
Idaho	State Capitol	Boise 83720
Illinois	State Capitol	Springfield 62706
Indiana	State Capitol	Indianapolis 46204
Iowa	State Capitol	Des Moines 50319
Kansas	State Capitol	Topeka 66612
Kentucky	State Capitol	Frankfort 40601
Louisiana	State Capitol	Baton Rouge 70804
Maine	State House	Augusta 04330
Maryland	State House	Annapolis 21404
Massachusetts	State House	Boston 02133
Michigan	State Capitol	Lansing 48909
Minnesota	State Capitol	St. Paul 55155
Mississippi	State Capitol	Jackson 39205
Missouri	State Capitol	Jefferson City 65101
Montana	State Capitol	Helena 59620
Nebraska	State Capitol	Lincoln 68509
Nevada	State Capitol	Carson City 89710
New Hampshire	State House	Concord 03301
New Jersey	State House	Trenton 08625
New Mexico	State Capitol	Santa Fe 87503
New York	State Capitol	Albany 12224
North Carolina	State Capitol	Raleigh 27611
North Dakota	State Capitol	Bismarck 58505
Northern Mariana Is.	Civic Center	Saipan CM 96950
Ohio	State House	Columbus 43215
Oklahoma	State Capitol	Oklahoma City 73105
Oregon	State Capitol	Salem 97310
Pennsylvania	State Capitol	Harrisburg 17120
Puerto Rico	La Fortaleza	San Juan 00901
Rhode Island	State House	Providence 02903
South Carolina	State House	Columbia 29211
South Dakota	State Capitol	Pierre 57501
Tennessee	State Capitol	Nashville 37219
Texas	State Capitol	Austin 78711
Utah	State Capitol	Salt Lake City 84114
Vermont	State House	Montpelier 05602
Virginia	State Capitol	Richmond 23219
Virgin Islands	Government House	Charlotte Amalie, St. Thomas 00801
Washington	Legislative Building	Olympia 98504
West Virginia	State Capitol	Charleston 25305
Wisconsin	State Capitol	Madison 53702
Wyoming	State Capitol	Cheyenne 82002

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STATE COMMUNITY DEVELOPMENT BLOCK GRANT OFFICES

More than 45 states are expected to take over the Community Development Block Grant (CDBG) program administered by the U. S. Department of Housing and Urban Development (HUD). The program was established to help localities meet development needs -- such as housing rehabilitation, water and sewer demands or downtown revitalization. A portion of CDBG funds are distributed to small communities – under 50,000 in population – based on a formula or through a competitive grants basis. To find out more about the program in your state, call the office listed below.

ALABAMA

Office of State Planning and Federal Programs
3734 Atlanta Highway
Montgomery, Alabama 36130
(205) 832-6400

ALASKA

Department of Community and Regional Affairs
Pouch B
Juneau, Alaska 99811
(907) 465-4700

ARIZONA

Governor's Office of Economic Planning and Development
Arizona State Capitol
1700 West Washington
Phoenix, Arizona 85007
(602) 255-4331

ARKANSAS

Arkansas Industrial Development Com.
No. 1 Capitol Mall, Room 4C-300
Little Rock, Arkansas 72201
(501) 371-2052

CALIFORNIA

Division of Community Affairs
921 - 10th Street, Fourth Floor
Sacramento, California 95814
(916) 445-4775

COLORADO

State Department of Local Affairs
1313 Sherman Street
Denver, Colorado 80203
(303) 866-2771

CONNECTICUT

Department of Housing
1179 Main Street
Hartford, Connecticut 06103
(203) 566-8209

DELAWARE

Department of Community Affairs
156 South State Street
P. O. Box 1401
Dover, Delaware 19901
(302) 736-4263

FLORIDA

Dept. of Community Affairs
2571 Executive Center Circle, East
Tallahassee, Florida 32301
(904) 487-8466

GEORGIA

Department of Community Affairs
40 Marietta Street, NW
Atlanta, Georgia 30303
(404) 656-3836

IDAHO

Division of Economic and Community Affairs
State Capitol Building, Room 108
Boise, Idaho 83720
(208) 334-2470
FTS 544-2470

ILLINOIS

Dept. of Commerce and Community Affairs
222 S. College Street
Springfield, Illinois 62706
(217) 782-3555

INDIANA

Dept. of Commerce
440 North Meridian Street
Indianapolis, Indiana 46204
(317) 232-8800

IOWA

Office of Planning and Programming
523 East 12th Street
Des Moines, Iowa 50309
(515) 281-3711

KANSAS

Department of Economic Development
503 Kansas Avenue
Topeka, Kansas 66603
(913) 296-3480

KENTUCKY

Office of Community Development
Capital Plaza Tower, 24th Floor
Frankfort, Kentucky 40601
(502) 564-2230

LOUISIANA

Louisiana Dept. of Urban and Community Affairs
P. O. Box 44455
Baton Rouge, Louisiana 70804
(504) 925-3756

MAINE

Community Assistance Division
184 State Street
Augusta, Maine 04333
(207) 289-3261

MARYLAND

Department of Economic and Community Development
2525 Riva Road
Annapolis, Maryland 21401
(301) 269-3174

MASSACHUSETTS

Department of Community Affairs
100 Cambridge Street
Boston, Massachusetts 02202
(617) 727-8690

MICHIGAN

Office of Community Development
P. O. Box 30004
Lansing, Michigan 48909
(517) 373-8363

MINNESOTA

Department of Energy, Planning, and Development
480 Cedar Street
St. Paul, Minnesota 55101
(612) 297-3666

MISSISSIPPI

Department of Planning and Policy
500 High Street, Room 1304
Jackson, Mississippi 39202
(601) 354-7018

MISSOURI

Division of Community and Economic Development
P. O. Box 118
Jefferson City, Missouri 65102
(314) 751-3600

MONTANA

Department of Commerce
Capitol Station
1424 9th Avenue
Helena, Montana 59620
(406) 449-3494

NEBRASKA

Community Affairs Division
Box 94666
Lincoln, Nebraska 68509
(402) 471-3111

NEVADA

Office of Community Services
Capitol Complex
Carson City, Nevada 89710
(702) 885-4420

BEST COPY AVAILABLE

NEW HAMPSHIRE

Office of State Planning
2½ Beacon Street
Concord, New Hampshire 03301
(603) 271-2155

NEW JERSEY

Division of Planning
Dept. of Community Affairs
Calhoun and State Streets
Trenton, New Jersey 08625
(609) 292-2953

NEW MEXICO

State Planning Division
505 Don Gaspar
Santa Fe, New Mexico 87503
(505) 827-4950

NEW YORK

Department of State
Albany, New York 12224
(518) 474-5246

NORTH CAROLINA

Department of Natural Resources and
Community Development
P. O. Box 27687
Raleigh, North Carolina 27611
(919) 733-4984

NORTH DAKOTA

State Planning Division
State Capitol
Bismarck, North Dakota 58505
(701) 224-2818

OHIO

Department of Development
30 East Broad Street
Columbus Ohio 43216
(614) 466-2285

OKLAHOMA

Department of Economic and Community Affairs
4545 N. Lincoln Boulevard, Suite 285
Oklahoma City, Oklahoma 73102
(405) 521-4545

OREGON

Intergovernmental Relations Division
155 Cottage Avenue, NE
Salem, Oregon 97310
(503) 378-3468
FTS 538-3468

PENNSYLVANIA

Department of Community Affairs
P. O. Box 155
Harrisburg, Pennsylvania 17120
(717) 787-4280

PUERTO RICO

Municipal Services Administration
G.P.O. Box 70167
San Juan, Puerto Rico 00936
(809) 753-9151

RHODE ISLAND

Department of Community Affairs
150 Washington Street
Providence, Rhode Island 02903
(401) 277-2850

SOUTH CAROLINA

Division of Community and
Intergovernmental Affairs
1205 Pendleton Street, Room 308
Columbia, South Carolina 29201
(803) 758-3306

SOUTH DAKOTA

Dept. of Water and Natural Resources
Foss Building
Pierre, South Dakota 57501
(605) 773-4216

TENNESSEE

Department of Economic and
Community Development
16th Floor James K. Polk Building
Nashville, Tennessee 37219
(615) 741-6201

TEXAS

Department of Community Affairs
P. O. Box 13166
Capitol Station
Austin, Texas 78711
(512) 475-2221

UTAH

Department of Community and Economic Development
State Office Building, Room 6290
Salt Lake City, Utah 84114
(801) 533-4269

VERMONT

Agency for Development and Community Affairs
Pavillion Office Building
Montpelier, Vermont 05602
(802) 828-3211

VIRGINIA

Department of Housing and Community Development
205 N. 4th Street
Richmond, Virginia 23219
(804) 786-1575

WASHINGTON

Planning and Community Affairs Agency
9th and Columbia Building
Olympia, Washington 98504
(206) 753-2200

WEST VIRGINIA

Office of Economic and Community Development
State Capitol Complex, Building No. 6
Charleston, West Virginia 25305
(304) 348-4010

WISCONSIN

Mr. Dennis Fay, Director
Bureau of Community Development Services
Dept. of Development
P. O. Box 7970
Madison, Wisconsin 53707
(608) 266-3278

WYOMING

Mr. John Niland, Executive Director
Department of Economic Planning and Development
Barrett Building
Cheyenne, Wyoming 82002
(307) 777-7287

STATE JOB TRAINING PARTNERSHIP OFFICES

The Job Training Partnership Act (JTPA) became law in October 1983. As a replacement for the Comprehensive Employment and Training Act (CETA), the JTPA program calls for strong local and private sector participation.

JTPA is intended to provide flexibility for states and localities to accommodate the unique needs of individual governments. States are allocated funds based on unemployment, population and other factors. In turn, they award monies to localities to design job training programs. "Private industry councils" (PICs) must be created at the local level to help promote private sector involvement. For more information, contact your state office listed below.

ALABAMA

Office of Governor George C. Wallace
State Capitol
Montgomery, Alabama 36130
Phone: 205/832-6533

ALASKA

Employment Opportunity Division
Department of Community and Regional Affairs
Pouch BC
Juneau, Alaska 99821
Phone: 907/465-4890

ARIZONA

Division of Planning and Policy Development
Department of Economic Security
1717 West Jefferson
Phoenix, Arizona 85007
Phone: 602/255-4702

ARKANSAS

Governor's Office
State Capitol
Little Rock, Arkansas 72201
Phone: 501/371-8040

CALIFORNIA

Employment Development Department
800 Capitol Mall, MIC 83
Sacramento, California 95814
Phone: 916/445-9212

COLORADO

Office of Manpower Planning and Development
770 Grant Street, Suite 222
Denver, Colorado 80203
Phone: 303/866-3165

CONNECTICUT

Department of Labor
200 Folly Brook Boulevard
Wethersfield, Connecticut 06109
Phone: 203/566-4384

DELAWARE

Special Assistant to the Governor for Employment and Training
Carvel State Office Building - 12th Floor
Ninth and French Streets
Wilmington, Delaware 19801
Phone: 302/571-3210

FLORIDA

Florida Department of Labor and Employment Security
2590 Executive Center Circle, East
Suite 206, Berkeley Building
Tallahassee, Florida 32301
Phone: 904/488-4398

GEORGIA

Commissioner of Community Affairs
Department of Community Affairs
40 Marietta Street, 8th Floor
Atlanta, Georgia 30303
Phone: 404/656-3836

IDAHO

Special Assistant to the Governor
State House
Boise, Idaho 83720
Phone: 208/334-2100

ILLINOIS

Department of Commerce and Community Affairs
222 South College Street
Springfield, Illinois 62704
Phone: 312/793-7179

INDIANA

Indiana Office of Occupational Development
701 ISTA Building
150 West Market Street
Indianapolis, Indiana 46204
Phone: 317/232-8506

IOWA

Office for Planning and Programming
Special Governor's Grant
523 East 12th Street
Des Moines, Iowa 50319
Phone: 515/281-3711

KANSAS

Department of Human Resources
401 Topeka Avenue
Topeka, Kansas 66603
Phone: 913/296-2166

KENTUCKY

Cabinet for Human Resources
275 East Main Street, 4th Floor
Frankfort, Kentucky 40621
Phone: 502/564-7130

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LOUISIANA

Louisiana Department of Labor
P. O. Box 44094
Baton Rouge, Louisiana 70804
Phone: 504/342-3011

MAINE

Maine Department of Labor
20 Union Street
Augusta, Maine 04330
Phone: 207/289-3788

MARYLAND

Community Programs Administration
Department of Human Resources
1123 North Eutaw Street, Suite 406
Baltimore, Maryland 21201
Phone: 301/383-5642

MASSACHUSETTS

Economic Affairs
Department of Manpower Development
Hurley Building, 4th Floor
Boston, Massachusetts 02114
Phone: 617/727-2252

MICHIGAN

Employment and Economic Development
Michigan Department of Labor
309 North Washington Avenue
P. O. Box 30015
Lansing, Michigan 48909
Phone: 517/373-9600

MINNESOTA

Training and Community Services Division
Minnesota Department of
Employment Security
390 North Robert Street
St. Paul, Minnesota 55101
Phone: 612/297-3413

MISSISSIPPI

Governor's Office of Job
Development and Training
P. O. Box 22808
Jackson, Mississippi 39205
Phone: 601/354-7676

MISSOURI

Division of Manpower Planning
221 Metro Drive
Jefferson City, Missouri 65101
Phone: 314/751-4750

MONTANA

Job Service Division
Department of Labor and Industry
P. O. Box 1728
Helena, Montana 59624
Phone: 406/449-4500

NEBRASKA

Governor's Special Grants Programs
Nebraska Department of Labor
550 South 16th Street
Lincoln, Nebraska 68509
Phone: 402/471-2127

NEVADA

State Comprehensive Employment
and Training Office
Capitol Complex, Room 100
111 West Telegraph Street
Carson City, Nevada 89710
Phone: 702/885-4310

NEW HAMPSHIRE

Office of Employment and Training
155 Manchester Street
Post Office Box 1477
Concord, New Hampshire 03301
Phone: 603/271-3156

NEW JERSEY

Department of Labor and Industry
John Fitch Plaza
Trenton, New Jersey 08625
Phone: 609/292-2323

NEW MEXICO

Governor's Office of Employment
and Training
P. O. Box 4218
Santa Fe, New Mexico 87502
Phone: 505/827-6826

NEW YORK

New York State Department of Labor
Building 12, State Office
Building Campus
Albany, New York 12240
Phone: 518/457-2741

NORTH CAROLINA

Department of Natural Resources
and Community Development
P. O. Box 27687
Raleigh, North Carolina 27611
Phone: 919/733-4984

NORTH DAKOTA

Governor's Employment and
Training Forum
Executive Office
State Capitol
Bismarck, North Dakota 58505
Phone: 701/224-2792

OHIO

Job Training Partnership Act
Ohio Bureau of Employment Services
145 South Front Street
Columbus, Ohio 43216
Phone: 614/466-3817

OKLAHOMA

Department of Economic and
Community Affairs
4545 N. Lincoln Boulevard, Suite 285
Oklahoma City, Oklahoma 73105
Phone: 405/528-8200

OREGON

Executive Department
Intergovernmental Relations Division
155 Cottage Street, N. E.
Salem, Oregon 97310
Phone: 503/363-2643

PENNSYLVANIA

Department of Labor and Industry
Labor and Industry Building, Room 1715
Harrisburg, Pennsylvania 17120
Phone: 717/787-3907

PUERTO RICO

Office of Economic Opportunity
LaFortaleza
San Juan, Puerto Rico 00901
Phone: 809/722-4403

RHODE ISLAND

Governor's Special Grant Office
76 Dorrance Street
Providence, Rhode Island 02903
Phone: 401/277-2080

SOUTH CAROLINA

CETA Division
Office of the Governor
1800 St. Julian Place
Columbia, South Carolina 29204
Phone: 803/758-8706

SOUTH DAKOTA

Secretary of Labor
State of South Dakota
700 Illinois North
Kneip Building
Pierre, South Dakota 57501
Phone: 605/773-3101

TENNESSEE

Commissioner of Labor
Union Building, Suite A
Nashville, Tennessee 37219
Phone: 615/741-2582

TEXAS

Special Assistant for
Job Training and Employment
Office of the Governor
Box 12428
Capitol Station
Austin, Texas 78711
Phone: 512/475-0606

UTAH

Office of the State Planning
Coordinator
116 State Capitol
Salt Lake City, Utah 84114
Phone: 801/533-6084

VERMONT

Department of Employment and
Training
P. O. Box 488
Montpelier, Vermont 05602
Phone: 802/229-0311

VIRGINIA

Governor's Employment and
Training Council
Cokesbury Building
5th and Grace Streets, 3rd Floor
Richmond, Virginia 23219
Phone: 804/786-3062

WASHINGTON

Washington State Employment
Security Department
212 Maple Park
Olympia, Washington 98504
Phone: 206/753-5127

WEST VIRGINIA

Employment and Training Division
Governor's Office of Economic
and Community Development
5790-A MacCorkle Avenue, S. E.
Charleston, West Virginia 25304
Phone: 304/348-5920

WISCONSIN

Governor's Employment and
Training Office
P. O. Box 7972
Madison, Wisconsin 53707
Phone: 608/266-2439

WYOMING

Office of Manpower Planning
821 West Pershing Boulevard
Cheyenne, Wyoming 82002
Phone: 307/777-7671

AMERICAN SAMOA

Department of Manpower Resources
American Samoa Government
Pago Pago, American Samoa 96799

DISTRICT OF COLUMBIA

D. C. Department of
Employment Services
500 C Street, N. W., Room 600
Washington, D. C. 20001
Phone: 202/639-1004

GUAM

Agency for Human Resources Development
Government of Guam
P. O. Box CP
Agana, Guam 96910
Phone: 9-011-671/477-9951

HAWAII

Department of Labor and
Industrial Relations
830 Punchbowl Street
Honolulu, Hawaii 96813
Phone: 808/548-3150

MARIANA ISLANDS

Headquarters CETA Office
Trust Territory of the Pacific Islands
Saipan, Mariana Islands 96950

NORTHERN MARIANA ISLANDS

CETA Programs
Office of the Executive Director
Commonwealth of the
Northern Mariana Islands
Civic Center
Saipan, Mariana Islands 96950

VIRGIN ISLANDS

Assistant Commissioner of Labor
P. O. Box 890
Christiansted
St. Croix, Virgin Islands 00802
Phone: 809/773-1994

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STATE COMMUNITY SERVICE BLOCK GRANT OFFICES

The Community Services Block Grant program (CSBG) provides funding to states for programs which have a major impact on the causes of poverty. Eligible recipients (as of 1983 this includes local governments) receive grants through the states or through the U. S. Department of Health and Human Services (HHS). CSBG grant funds must support projects which help the poor secure and retain jobs, get an education, budget their incomes, and obtain adequate housing. Private sector participation in the program is also encouraged. Contact your state office for more information.

ALABAMA

Community Services Block Grant
Office of State Planning and Federal Programs, State Capitol
25 Washington Avenue, 4th Floor
Montgomery, Alabama 36104
(205) 832-3975

ALASKA

Division of Community Development
Department of Community and Regional Affairs, Pouch "BC"
Juneau, Alaska 99811
(907) 465-4890

ARIZONA

Department of Economic Security
P. O. Box 6123
Phoenix, Arizona 85005
(602) 255-3826

ARKANSAS

Division of Community Services
1306 Donaghey Building
Little Rock, Arkansas 72201
(501) 371-1201

CALIFORNIA

Office of Economic Opportunity
1600 9th Street, Room 340
Sacramento, California 95814
(916) 322-2940

COLORADO

Department of Local Affairs
Executive Director's Office
Room 518
1313 Sherman Street
Denver, Colorado 80203
(302) 866-2156 or 2351

CONNECTICUT

State Department of Human Resources
1179 Maine Street
Hartford, Connecticut 06103
(203) 566-3318 or 5173

DELAWARE

Office of Economic Opportunity
820 N. French Street, 4th Floor
Wilmington, Delaware 19801
(302) 571-3491

FLORIDA

Community Services
Department of Community Affairs
2571 Executive Center Circle, East
Tallahassee, Florida 32301
(904) 488-7956

GEORGIA

Special Services Section
47 Trinity Avenue, Room 530H
Atlanta, Georgia 30334-1202
(404) 656-3495

IDAHO

State Economic Opportunity Office
450 West State Street
Statehouse Mail
Boise, Idaho 83720
(208) 334-4230

ILLINOIS

State Economic Opportunity Office
Illinois Department of Commerce and Community Affairs
222 South College Street
Springfield, Illinois 62706
(217) 782-7500

INDIANA

Department on Aging and Community Services
115 N. Pennsylvania Street, Suite 1350
Indianapolis, Indiana 46204
(317) 232-7006

IOWA

Office of Planning and Programming
Division of Municipal Affairs
513 East 12th Street
Des Moines, Iowa 50319
(515) 281-4167

KANSAS

State Economic Opportunity Office
Biddle Building, 100 N. E.
2700 S. W. 6th Street
Topeka, Kansas 66606
(913) 296-2458

KENTUCKY

Cabinet for Human Resources
Department for Social Services
275 E. Main Street
Frankfort, Kentucky 40621
(502) 564-5360

LOUISIANA

Community Services Block Grant Office
Department of Labor
P. O. Box 44094
1306 Thomas Delpit Drive
Baton Rouge, Louisiana 70802
(504) 342-3053

MAINE

Division of Community Services
State House, Station #73
Augusta, Maine 04333
(207) 289-3771

MARYLAND

Office of Community Services
1123 N. Eutaw Street
Baltimore, Maryland 21201
(301) 383-3718

MASSACHUSETTS

Division of Social and Economic Opportunity
Executive Office of Communities and Development
100 Cambridge Street, Room 1103
Boston, Massachusetts 02202
(617) 727-3246 or 7004

MICHIGAN

Bureau of Community Services
Michigan Department of Labor
7150 Harris Drive, Box 30015
Lansing, Michigan 48909
(517) 322-1726

MINNESOTA

Training & Community Services Division
Minnesota Dept. of Economic Security
390 North Robert Street
St. Paul, Minnesota 55101
(612) 296-4657

MISSISSIPPI

Governor's Office of Community Services
Executive Building, Suite 402
802 N. State Street
Jackson, Mississippi 39201
(601) 354-6099

MISSOURI

Office of Economic Opportunity
Department of Social Services
911 Missouri Boulevard
Jefferson City, Missouri 65101
(314) 751-4224

MONTANA

Department of Social and Rehabilitation Services
Economic Assistance Division
P. O. Box 4210, Capitol Station
Helena, Montana 59604
(406) 449-4540

NEBRASKA

Department of Public Welfare
P. O. Box 95026
Lincoln, Nebraska 68509
(402) 471-3121, ext. 127

NEVADA

State Office of Community Services
1100 E. Williams
Suite 109
Carson City, Nevada 89710
(702) 885-4420

NEW HAMPSHIRE

Community Services Block Grant
Office of the Governor
11 Depot Street
Concord, New Hampshire 03301
(603) 271-2611

NEW JERSEY

Department of Community Affairs
Division of Community Resources
363 W. State Street, CN-800
Trenton, New Jersey 08625
(609) 292-6212

NEW MEXICO

N. M. Program Support Bureau
PERA Building, Room 516
P. O. Box 2348
Santa Fe, New Mexico 87503
(505) 827-4203 – 4196

NEW YORK

Division of Economic Opportunity
162 Washington Avenue
Albany, New York 12231
(518) 474-5741

NORTH CAROLINA

Division of Economic Opportunity
Department of Natural Resources and Community Development
P. O. Box 27687
Raleigh, North CArolina 27611
(919) 733-2633

NORTH DAKOTA

Office of Intergovernmental Assistance
Federal Aid Coordinator Office
State Capitol, 17th Floor
Bismarck, North Dakota 58505
(701) 224-2469

OHIO

Office of Human Services
Department of Development
P. O. Box 1001
Columbus, Ohio 43216
(614) 466-6014

OKLAHOMA

Division of Human Development
Department of Economic and Community Affairs
4545 N. Lincoln Boulevard, Suite 285
Oklahoma City, Oklahoma 73105
(405) 528-8200

OREGON

State Community Services
Public Service Building
Salem, Oregon 97313
(503) 378-4729

PENNSYLVANIA

Bureau of Human Resources
Department of Community Affairs
358 Forum Building
Harrisburg, Pennsylvania 17120
(717) 787-7301

PUERTO RICO

Office of Economic Opportunity
Chase Manhattan Bank, 4th Floor
Office of the Government
Tetuan Street
La Fortaleza, San Juan, Puerto Rico 00901
(809) 721-5065

RHODE ISLAND

Mr. Frederick C. Williamson
Department of Community Affairs
150 Washington Street
Providence, Rhode Island 02903
(401) 277-2850

SOUTH CAROLINA

Division of Economic Opportunity
Office of the Governor
1712 Hampton Street
Columbia, South Carolina 29201
(803) 758-3191

SOUTH DAKOTA

Bureau of Intergovernmental Relations
State Capitol Building
Pierre, South Dakota 57501
(605) 773-3661

TENNESSEE

Community Services Administration
Department of Human Services
505 Deadrick Street, Suite 1800
Nashville, Tennessee 37219
(615) 741-5988

TEXAS

Economic Opportunity Division
Department of Community Affairs
2015 South IH-35
P. O. Box 13166, Capitol Station
Austin, Texas 78741
(512) 443-4100 ext 375; 800-252-9642

UTAH

State Community Services Office
6262 State Office Building
Salt Lake City, Utah 84114
(801) 533-4055

VERMONT

State Economic Opportunity Office
103 S. Main Street
Waterbury, Vermont 05676
(802) 241-2450

VIRGINIA

Community Services Block Grant
Virginia Department of Social Services
8007 Discovery Drive
Richmond, Virginia 23288
(804) 281-9183

WASHINGTON

Assistant Director for Community Services
Planning and Community Affairs Agency
9th and Columbia Building MS/GH-51
Olympia, Washington 98504
(206) 753-4979

WEST VIRGINIA

Office of Economic Opportunity
Community Development Division
Building 6, Room 531
Charleston, West Virginia 25305
(304) 348-4010

WISCONSIN

Wisconsin Office of Economic Opportunity
Room 120, State Office Building
1 W. Wilson Street
Madison, Wisconsin 53703
(608) 266-0073

WYOMING

Division of Community Programs
Department of Health and Social Services
Hathaway Building, Room 353
Cheyenne, Wyoming 82002
(303) 777-7115

AMERICAN SAMOA

Development Planning Office
American Samoa Government
Pago Pago, American Samoa
(684) 633-5155/5156

DISTRICT OF COLUMBIA

Department of Human Services
801 North Capitol Street, N. E.
Washington, D. C. 20002
(202) 727-0310

HAWAII

Office of Economic Opportunity
904 Kohou Street, Room 208
Honolulu, Hawaii 96817
(808) 841-7617

VIRGIN ISLANDS

State Economic Opportunity Office
Office of the Governor
#7 King Cross Street
Christiansted, St. Croix, USVI 00820
(809) 773-4218